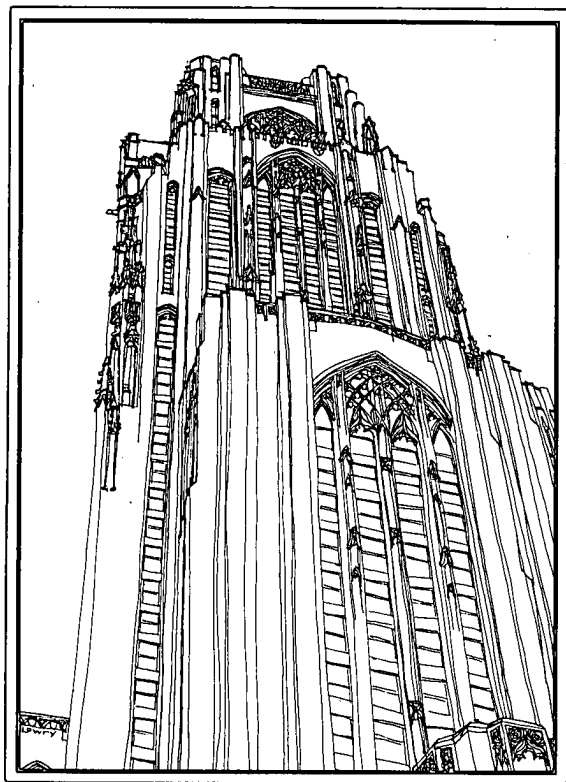


*Toward Thresholds of Greatness...
In Our Third Century*

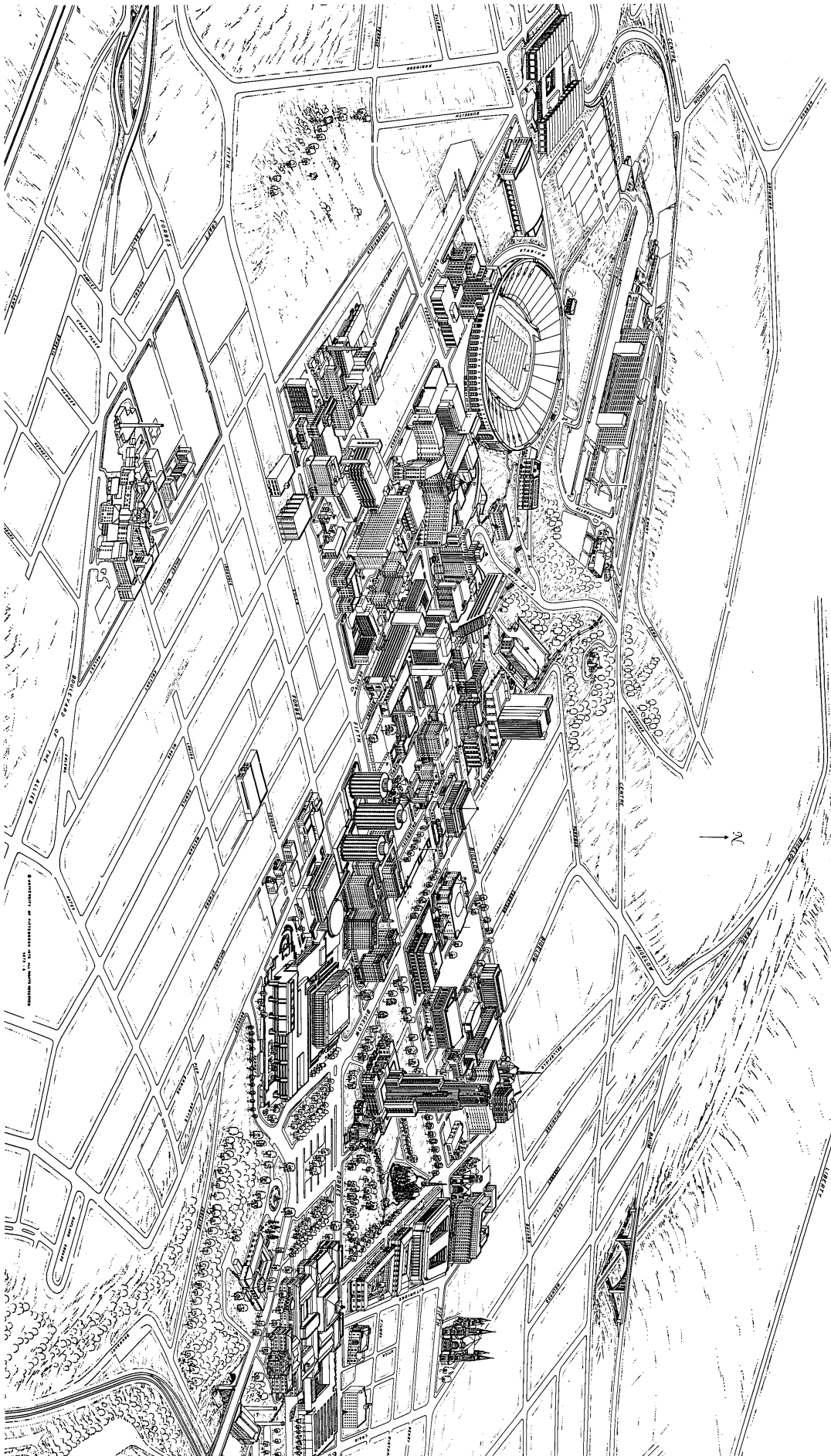


*Resources for the
Eighties
00s*

The University of Pittsburgh

This presentation "Toward Thresholds of Greatness in Our Third Century" reviews the University of Pittsburgh's dramatic \$50,000,000 Resources for the 80s program... and the fund-raising efforts required to attain those resources.

The University of Pittsburgh And Vicinity



New Educational Frontiers

This is a testament regarding the profound needs of our society seized by change, the challenges that these needs present to higher education, and the intention of the University of Pittsburgh to address them.

Throughout history, institutions of higher learning have had a firm continuity of purpose, and have been centers for the generation of most of the ideas associated with human progress. In recent decades, more than ever, colleges and universities have served at the intellectual frontiers, providing a climate in which minds can grow, research can thrive, and great leaders and great discoveries emerge.

But now many of the elements of society are in radical transition and its values are being subjected to critical examination. Enormous problems associated with energy, transportation, education, economic productivity, health care, information transfer, and even the vitality of the family challenge our capacities for analysis and reform.

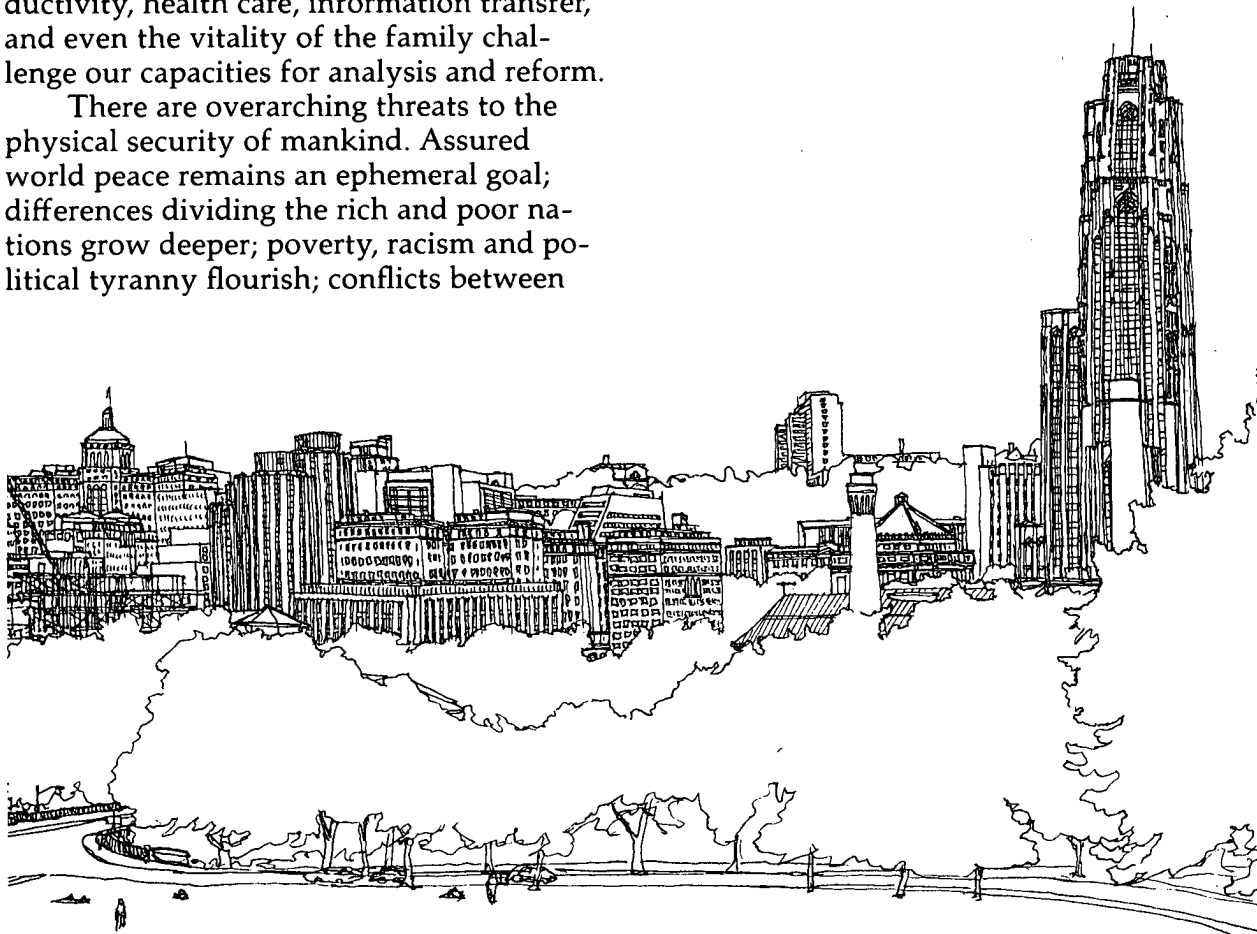
There are overarching threats to the physical security of mankind. Assured world peace remains an ephemeral goal; differences dividing the rich and poor nations grow deeper; poverty, racism and political tyranny flourish; conflicts between

East and West, the developed North and the developing South jeopardize the world's economic system and are made more menacing by the growing presence of nuclear weapons.

Society's needs for basic research, technological development, and economic and social and political innovation are acute.

Beyond all, the need is for competent, informed citizens. In today's world, an abundant and increasing supply of highly-educated people has become the prerequisite to seeking solutions to any of our problems—so that mankind can find the capacity to progress, to improve, even to survive—and, given that, to seek cultural and intellectual fulfillment.

Today, when we think of economic "capital," we must recognize that knowl-

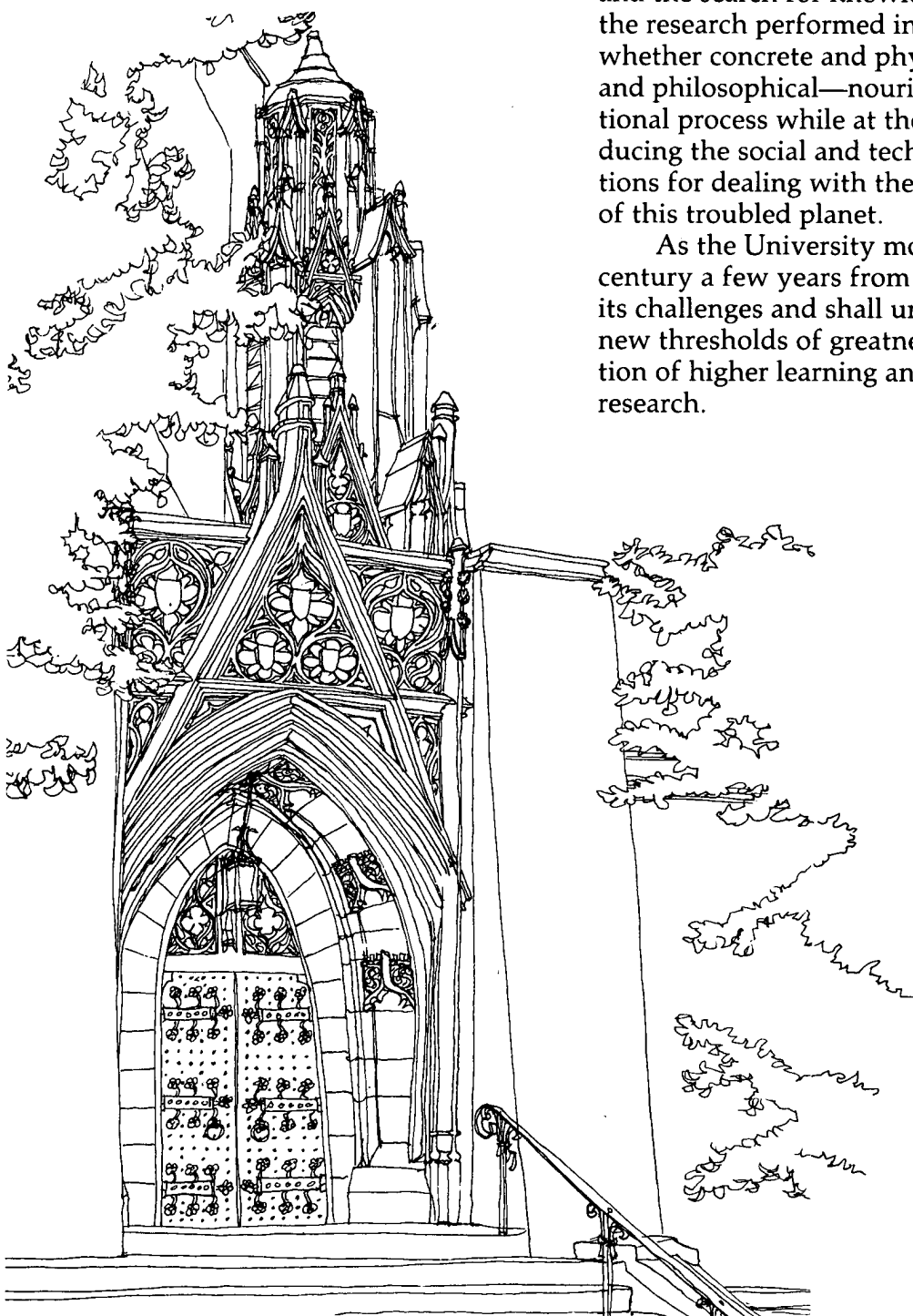


edge is the most significant capital resource of our time. The development of educated people is the most meaningful kind of capital formation—this means not only training of adequate numbers of engineers, scientists, linguists, managers, and physicians,

but also their development as persons intellectually sensitive and concerned with political and social values.

T rue education is impossible outside an environment of creative thought and the search for knowledge. Therefore, the research performed in a university—whether concrete and physical or abstract and philosophical—nourishes the educational process while at the same time producing the social and technological applications for dealing with the crucial problems of this troubled planet.

As the University moves into its third century a few years from now, it shall meet its challenges and shall undertake to reach new thresholds of greatness as an institution of higher learning and advanced research.



Moving into Our Third Century

A major investment is needed for the University to carry out its aspirations.

Therefore, the University is launching a major fund-raising program—*Resources for the Eighties*—to provide the margin of excellence as a great university.

The financial goal of this program is \$50,000,000.

When we commence our third century of public service on February 28, 1987, we intend to be prepared to become an impressive new force for creative change and progress.

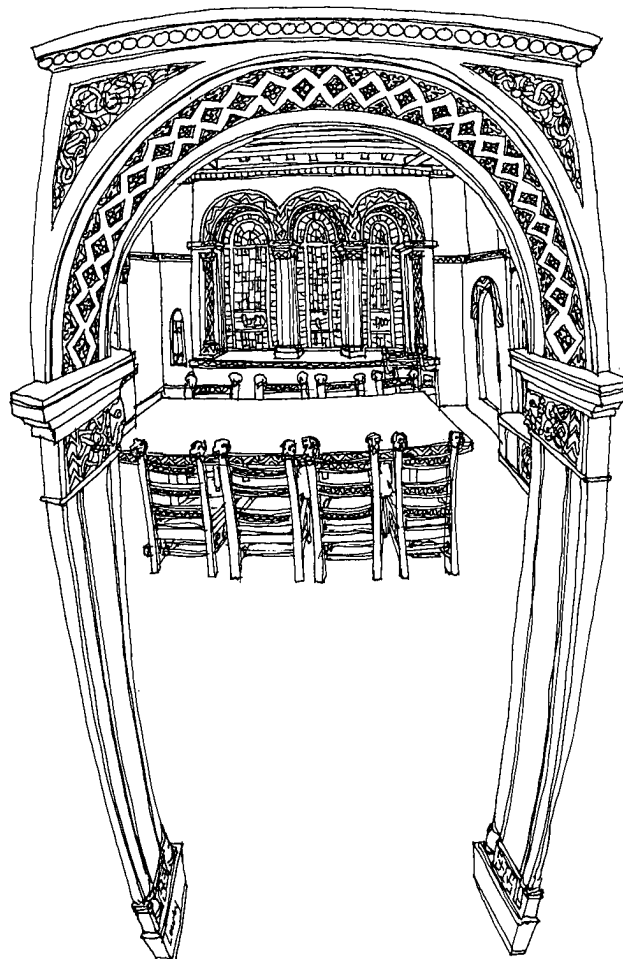
The goal is lofty, as befits the energy and optimism of the people involved. It is also significant in practical terms that the University of Pittsburgh is itself an economic investment through the enhanced future productivity—amounting to many billions of dollars—of its scores of thousands of present and future graduates, and through the future tangible contributions of its thousands of professors and research analysts. In the next century, a flourishing university will have a massive positive economic effect on the prosperity of its surroundings, quite apart from its creative missions.

Supporters are not being asked to contribute to this program, but rather to invest in it, and we believe that this is one of the most important investments that any

corporation, philanthropic foundation, business firm, alumnus, or interested individual can make.

It is important to make this clear: We are not asking assistance for an institution as such, but rather for the means to enable it to extend the benefits it provides. Every dollar of private support to the University of Pittsburgh builds upon what the state and federal governments already furnish, thereby creating benefits that otherwise would not occur.

We believe strongly that the returns on this investment to our student body, our faculty, the Pittsburgh region, Pennsylvania, and the nation will secure a successful, creative, and exciting future.



Private Support is Essential

There are fifty members of the prestigious Association of American Universities (AAU), twenty-five of them nominally public (including Pitt) and twenty-five nominally private. However, every one of them has diversified support, both public and private, and there is no clear distinction among them. In *all* instances, it is the private support that enables the institution to make the positive steps to achieve true excellence in the programs and services it provides.

The University of Pittsburgh, from its origin in 1787 until the present, has been funded in part from tuition, in part from grants, and in part from public sources. It was founded as a private academy with the aid of a land grant appropriation from the Commonwealth of Pennsylvania. It began to receive regular appropriation aid from Pennsylvania beginning in 1907, along with the University of Pennsylvania and other institutions.

Beginning in 1966, when Pitt became a Commonwealth (state-related) University, it has received a higher proportion of its total budget from the State, most of it allocated to tuition reduction. As a Commonwealth University (along with The Pennsylvania State University and Temple University), Pitt receives financial support from the State in the form of an annual appropriation which funds its basic instructional programs. In addition, the State has constructed impressive buildings for the University's use. The support of the State has enabled Pitt to provide expanded opportunities for Pennsylvania students at reduced tuition costs.

Pitt now receives 32% of its budget from the State, 18% from the federal gov-

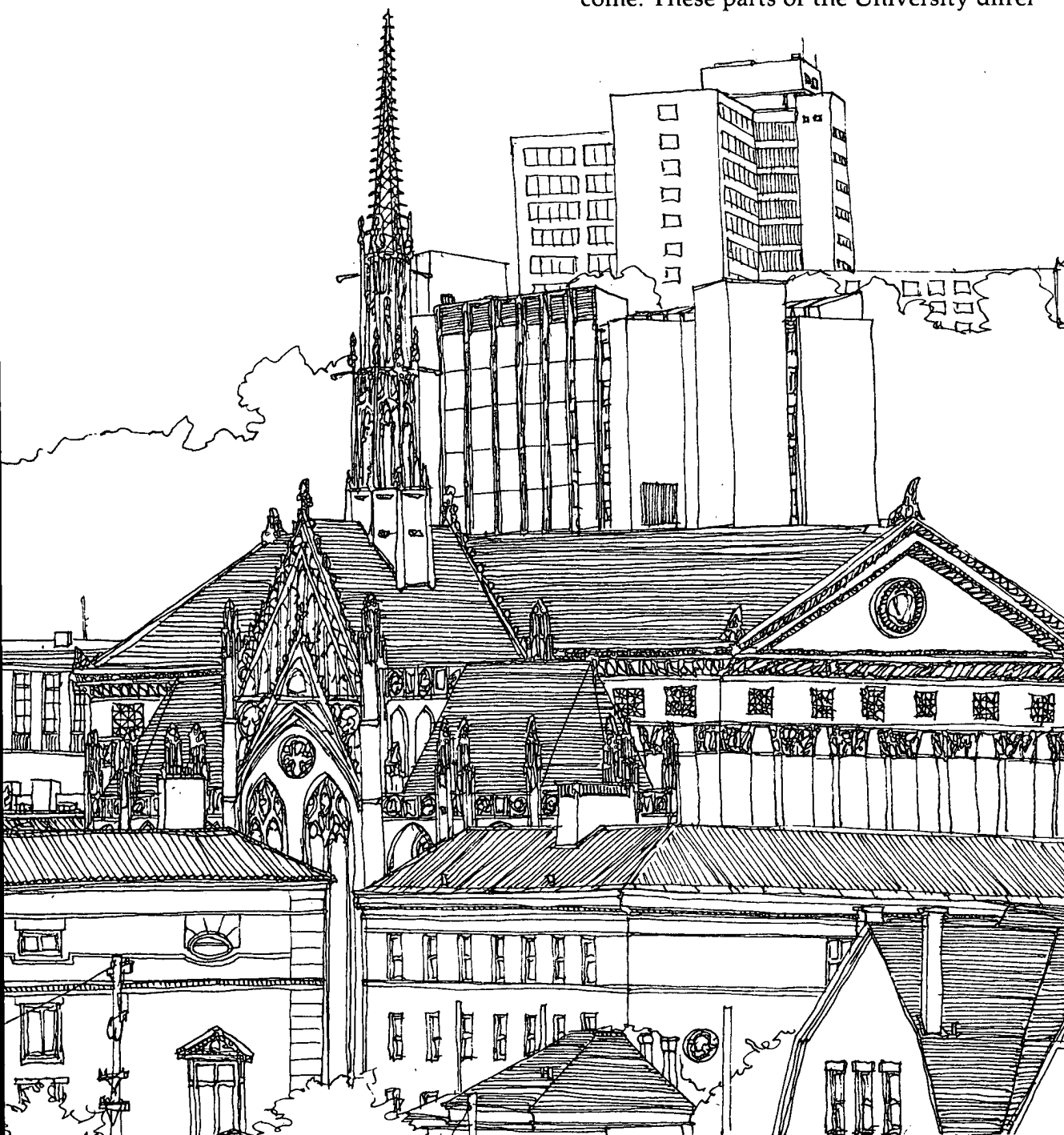
ernment, and the remainder from tuition, fees, and gifts and grants. Among AAU members, Pitt receives more private funding than many of the twenty-five public members and less public funding than some of the twenty-five private members. To make another comparison, some 25% of Harvard's budget comes from government sources (nearly all of this for federally sponsored programs and research). Of the University of Pennsylvania's budget, 27% comes from government (federal and state) as does 23% of Princeton's budget (nearly all federal). Fifty percent of the University of Pittsburgh's budget comes from government (federal and state), but when in-state tuition subsidies by the State are discounted, that figure is just 33%; the University of Pittsburgh is more critically dependent upon private support than ever.

State funding and student tuition will continue to provide basic support for University operations, and the University will rely heavily on federal and private grants for support of the specialized research and teaching programs which are of unusual value to society. It is the private support that comprises the margin of excellence.

If there were such a thing as a complete "funding profile" of Pitt, we would likely find that nearly all of the Pennsylvania state dollars flow to support of tuition reduction and student aid, undergraduate instruction,

and professional training—in such direct service fields as medicine, nursing, dentistry, engineering, and social work. So, hypothetically these are the more nearly “public” (state-funded) parts of the University.

In contrast, basic research and graduate study in medicine, public health, law, information science, computer science, anthropology, philosophy, chemistry, physics, astronomy, and numerous other fields are almost wholly dependent upon federal and private grants, fees, and endowment income. These parts of the University differ



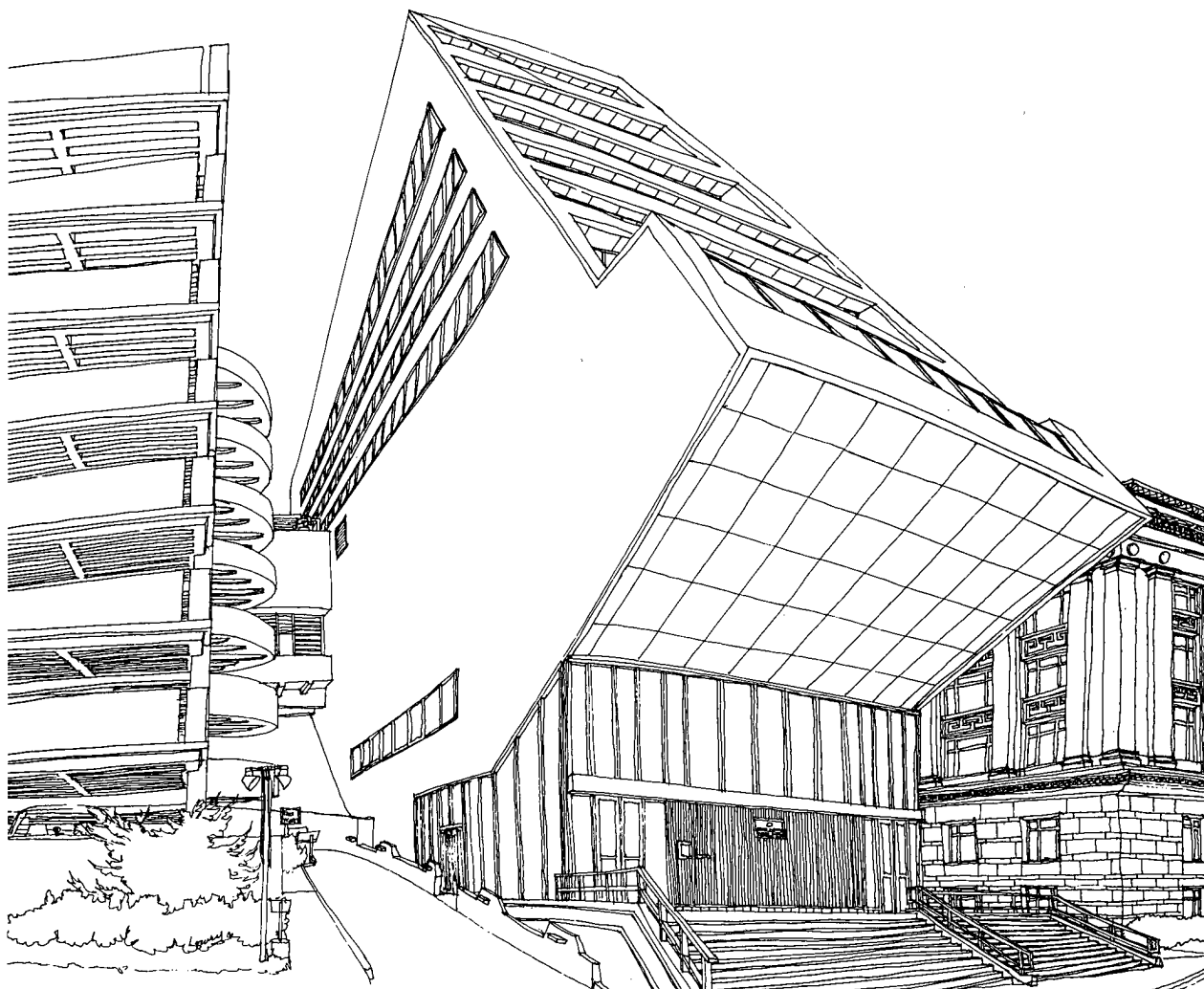
in no essential way as to their sources of funds from their counterparts at Harvard, Princeton, or Penn ("private")—or, indeed, California, Michigan, or Purdue ("public").

*I*n other states, as we know, contributors appreciate well that the quality of public universities depends on their support and they have responded generously. Among those universities that have succeeded in major fund-raising campaigns are Michigan, Indiana, Illinois, and Purdue. Currently, Ohio State, U.C.L.A., North

Carolina, Michigan State, and Wisconsin—to name some—are conducting such campaigns or preparing for them.

One measure of quality is the amount of federal funding received in support of research and training programs, since many of these awards are made on a competitive basis through rigorous peer review. Pitt is one of the top forty universities in the country by this criterion.

It has been the continued growth of financial support from independent sources that has enabled the University of Pittsburgh to achieve its status as one of the front-rank universities in the United States and that gives promise of future advancement.



Benefits of Support

*I*ndependent support of the University is channeled entirely into qualitative improvements in programs already funded, or to finance new, innovative, specialized, or even experimental activities.

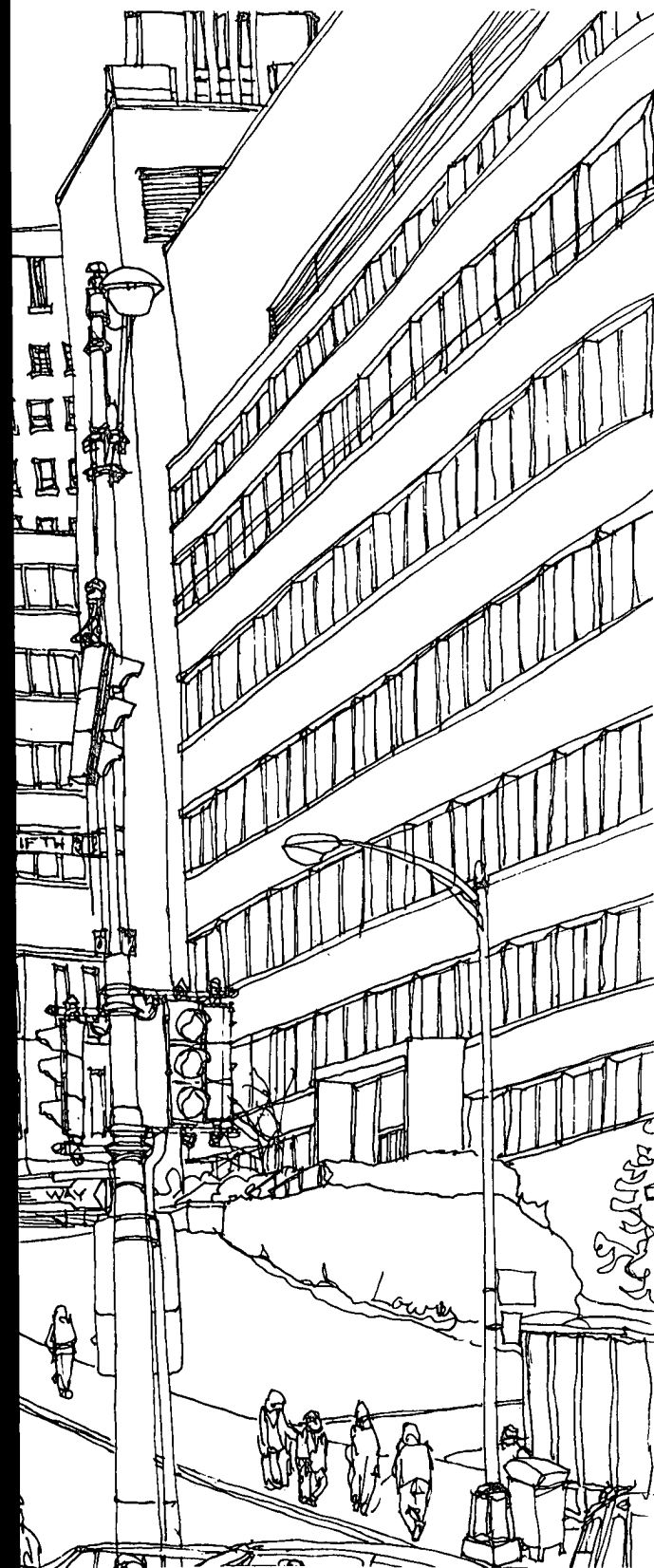
There already exists much successful evidence of this at Pitt. Through the years, gifts and endowments have supported faculty development, scholarships, building programs, research, and "seed money" for curricular projects. Endowment built here a great medical school and a leading school of public health. Eighteen endowed chairs have been established, each bringing to us a distinguished professor of world renown. Each of them has not only carried on his own work but has made it possible to attract other outstanding faculty members and top-quality graduate students. Study and research centers such as the Heinz Nutrition Center and the Institute for Research on the Impact of Technology on Society have recently been founded with initial gifts from private sources. The work of the Western Psychiatric Institute and Clinic has been dramatically advanced through endowment and gifts; these have attracted federal grants many times their value. Thousands of students regularly gain an education here through privately-funded scholarships. Our greatest buildings were erected with funds provided, in whole or in part, from private sources: the Hillman Library, Heinz Chapel, Benedum Hall, Scaife Hall, Thaw Hall, Clapp Hall, Alumni Hall, and the world-famous Cathedral of Learning.

Today, the University receives approximately \$7 million a year in private support and applies an additional \$4 million out of income from endowment. The University of Pittsburgh ranks 29th in the nation in the size of its endowment (\$90 million at current market value). The income from this endowment, made possible through the generosity of many donors throughout the University's history, has allowed the University to extend its services in vital ways.

*W*hen gifts come in the form of unrestricted dollars, they often enable the University to take advantage of special opportunities. Thus, we have acquired invaluable book and manuscript collections, purchased pieces of expensive equipment at reductions, recruited suddenly-available distinguished faculty, and qualified for significant matching grants. Such ingredients of academic excellence are essential to us.

Aside from the improvements in the University's academic and research activities that enrich the cultural and educational life of the community, private financial support has a "multiplier" effect on the economy of the region served by the University. Experience shows that universities serve as magnets for economic and industrial development. Business firms are attracted by the





educational and research capabilities centered in the University's faculties and the pool of well-prepared graduates needed to staff their operations.

The substantial industrial research and development activities in the Boston area, in the research triangle in the Raleigh-Durham region, in the Bay Area of San Francisco, in Los Angeles, and in Pittsburgh itself are related directly to the proximity of outstanding universities.

Greater Pittsburgh has become one of this nation's major centers of scientific and technological research and development, having probably more doctoral scientists and engineers employed by industry and education relative to its population than Boston, Los Angeles, San Francisco, or the Raleigh-Durham area. The National Science Foundation confirms that *such concentrations of trained professionals correlate highly with industrial research and development spending, both by the federal government and by private industry.*

The University intends to strengthen its leadership role, and to increase collaboration and consultation with industry in order to improve technology and productivity. Further development of university efforts in applied science and technology transfer, as well as in basic research, will make the region even more attractive to new business and industry.

From Log Cabin Academy to the Cathedral of Learning

While rising to its present high ranking among the nation's academic institutions, the University in its history has encompassed three distinct phases.

First, there was the log-cabin academy which in 1787 was set up at the fork of the Allegheny and Monongahela Rivers by courageous men and women for their children before even the means for comfortable living had been brought West over the mountains. For more than fifty years, the prospering little academy remained the source of all organized higher learning in what originally was little more than a trading post and next a struggling frontier settlement. In the following years, the growing academy served an expanding community that became a focal point of trade and industry.

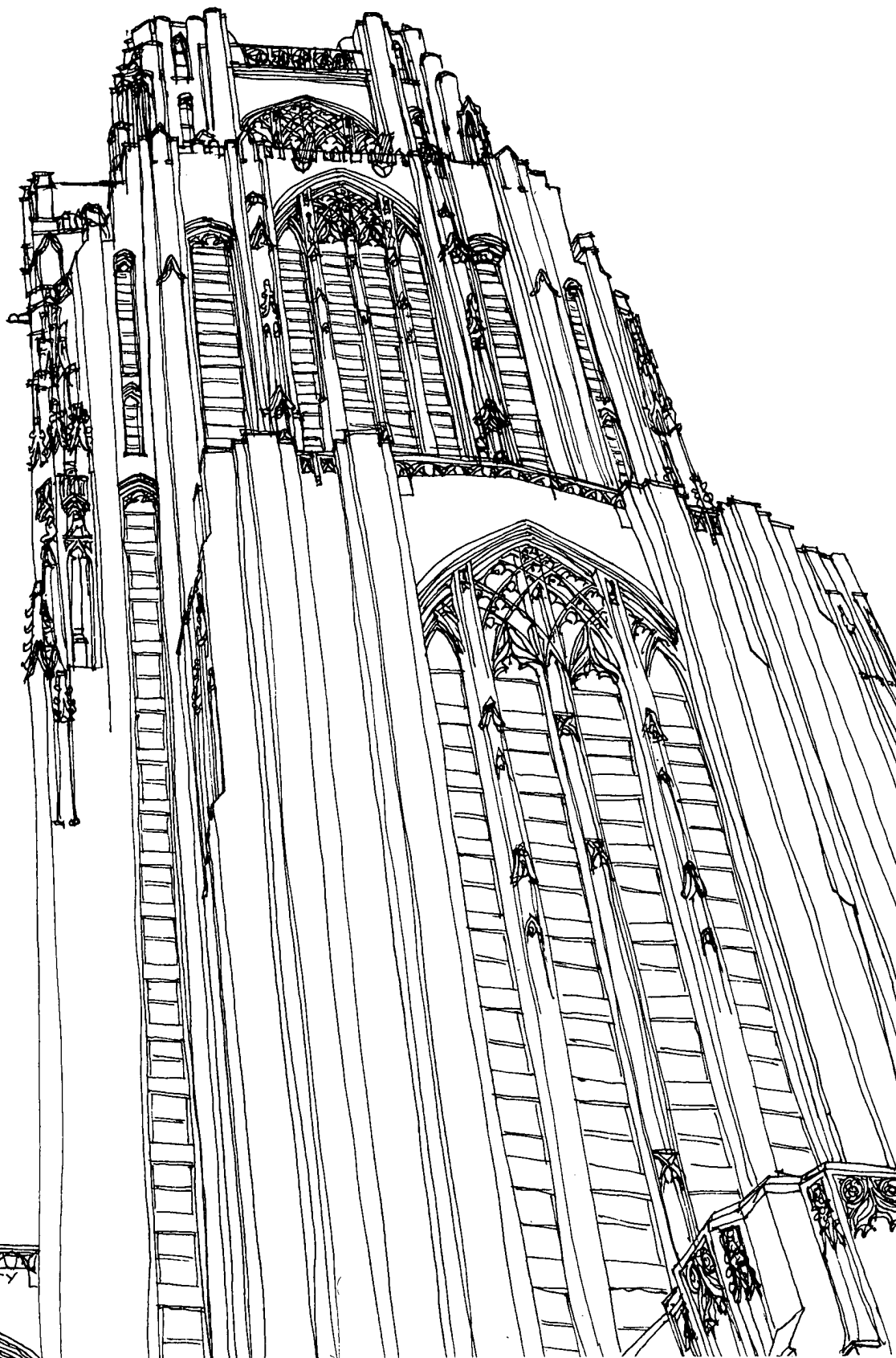
The second stage of the University's evolution began during the closing decades of the 19th century, a period when Pittsburgh changed from a small manufacturing and river-trading town to a center throbbing with America's industrial strength—coal, coke, iron, steel, glass, aluminum, and electricity. As the city developed so did the University, which became infused with qualities as distinctly "Pittsburgh" as the furnace fires and the hills above the rivers.

During this second phase, the University acquired the character of a regional institution and offered courses tailored to a student body the vast majority of whose members traveled long miles to and from the campus. The University also became the place of learning for thousands of Americans whose parents and grandparents had emigrated from their homes in Europe to find employment in the heavy industries of Western Pennsylvania.

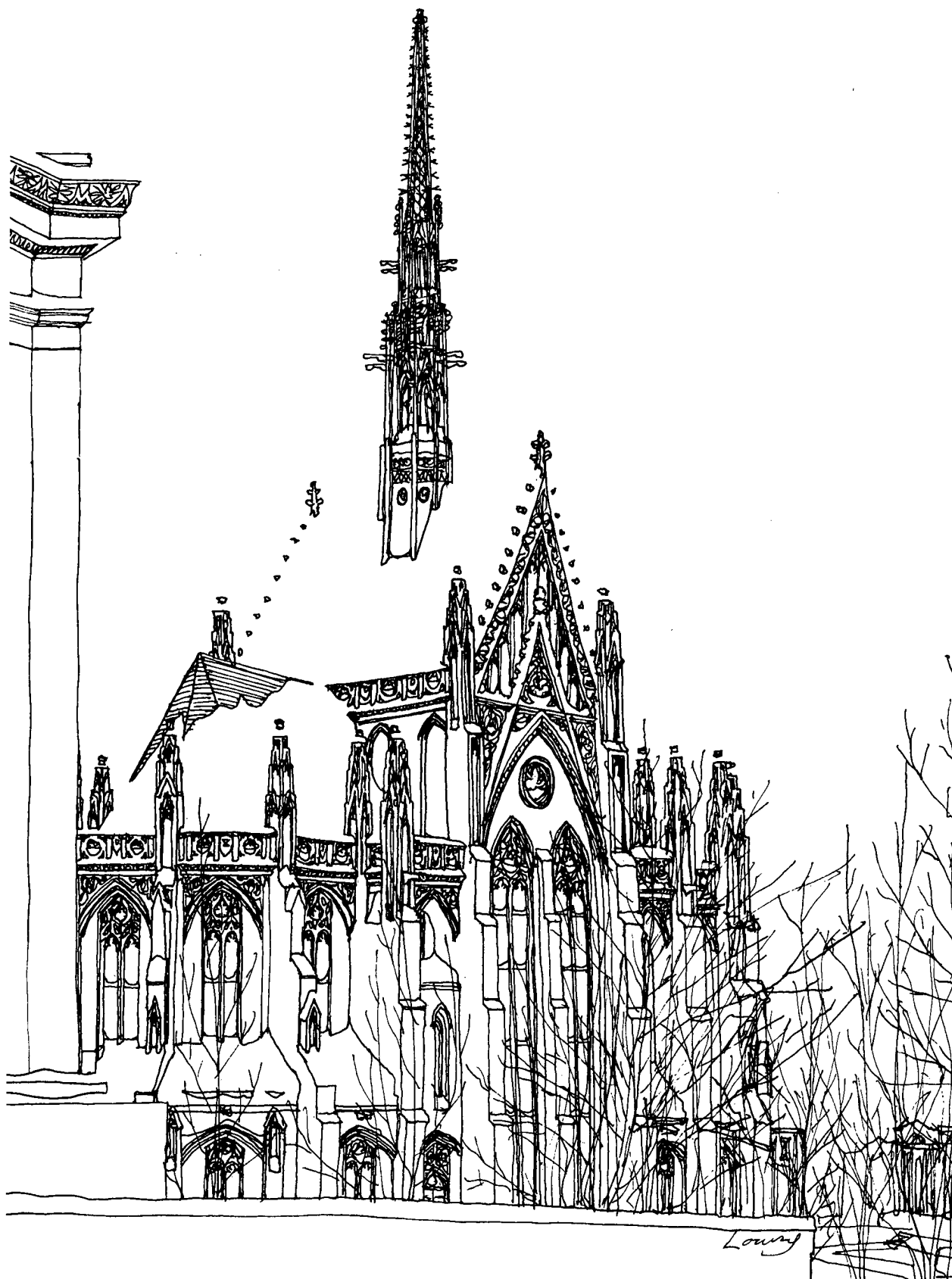
Within the past quarter century, the University became one of the world's foremost urban institutions of higher education. Its shape and emphasis have markedly changed while it has retained the continuity of its heritage.

There emerged men whose contributions in science, medicine, and the arts helped elevate the University to prominence. During the 1880s, Professor John A. Brashear brought renown to the University through his use of the spectroscope for astronomical studies. In the same period, Professor Samuel Pierpont Langley perfected the Allegheny System which regulated time for all of the railroads that served the Northern half of the United States. Langley was widely hailed for his solar and celestial observations as well as for his work in aerodynamics and construction of the first heavier-than-air craft capable of sustained free flight under its own power.

In more recent years, Professor Charles G. King became the first to identify Vitamin C; Professor Jonas Salk developed the polio vaccine; Professor Klaus Hofmann perfected the synthesis of the biologically active portion of the ACTH molecule; and Professor Panayotis Katsoyannis discovered synthetic insulin. Recently, Professors Samuel Danishefsky and Paul Grieco scored notable breakthroughs in synthesizing important anti-tumor agents. Professor Adolf Grünbaum advanced space-time philosophy; Professor William E. Wallace laid the foundation for the super magnet; and Professor William A. Cassidy made the most extensive meteorite discovery in history. Humanists, anthropologists, historians, and other social scientists have produced many works of high importance. There are present on our campus today young faculty who are destined to make their own world-scale contributions.



Excellence Today



In recent years the University doubled in enrollment, established exciting new schools, centers and institutes, enlarged and improved its faculty, and expanded vigorously its capacity to serve the region, the state, and the nation. The emergence of Pitt as one of the nation's front-rank universities is now well recognized in the scholarly community.

According to National Science Foundation figures compiled in 1977, Pitt ranked 19th in the nation in the number of scientists and engineers employed full-time by colleges and universities. A number of our departments and schools have been recognized, both nationally and internationally, for the excellence of their programs and faculties.

More than 40 leading scholarly journals are edited by faculty members. The University of Pittsburgh Press is ranked as one of the 20 leading university presses.

The successes have been achieved, in part, because of rigorous planning and management controls that enabled the University to liquidate \$27 million in debts acquired in the early 1960s and to produce a balanced budget each year. The University functions on a solid financial foundation.

Over the past three years, a detailed assessment has been made of the impact of anticipated economic, social, and political changes on the University, and a blueprint has been drawn for the orderly development of the University through the 1980s. The University has insisted on thoroughness in its planning processes, represented in a series of comprehensive studies. Faculty members, administrators, and trustees have conducted intensive discussions of all facets of the University and those factors that can affect the institution favorably. The resulting document, *University Planning Policies for the 1980s*, has been endorsed by the Board of Trustees and is the basis for the *Resources for the 80s* development program.

The Bond Between City and University

The history of the University of Pittsburgh and that of the City of Pittsburgh are inseparable.

While the University functions in national and international dimensions, it remains in closest harmony with the city in which it is located and of which it is a major part. Civic leaders share the resolve that the University shall stand high in every way.

More than fifty years ago, Chancellor John Gabbert Bowman, when he was seeking funds to build the Cathedral of Learning, described the bond between City and University:

"Through the struggles of early Pittsburgh runs a dominant creative energy which always won and went on. In this are combined courage, imagination, persistent purpose, confidence in the future, adaptability to practical conditions, faith in God, spiritual responsibility, the power and the will to create. This *essential self* of Pittsburgh must be built into the University."

Today, the University is the most comprehensive educational complex in the tri-state area of which Pittsburgh is the nucleus. The University's academic and research activities enrich the city and the region. Thousands of graduates of the University—teachers, lawyers, physicians, social workers, engineers, executives—are the prime source of the city's professional expertise.

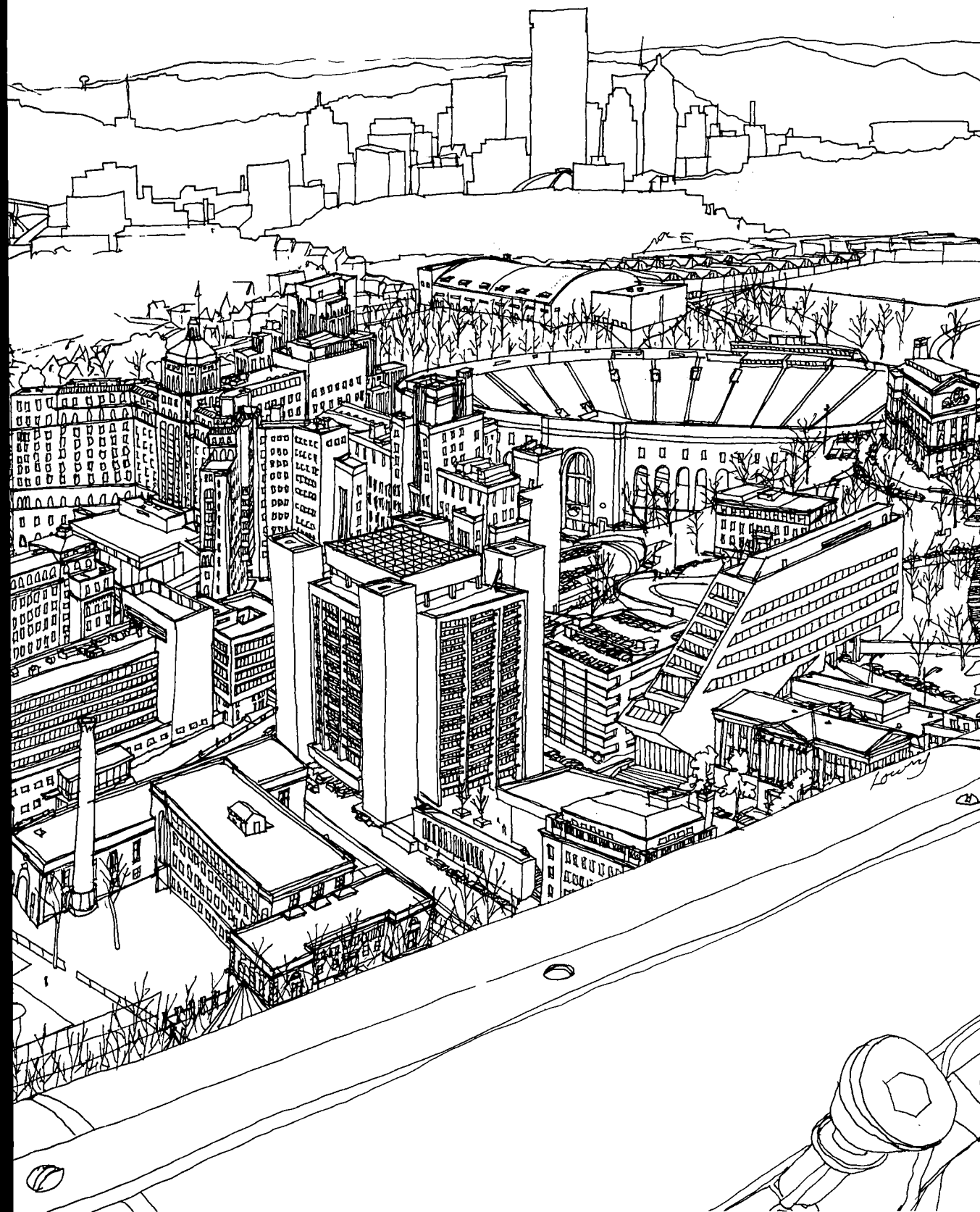
As Pittsburgh's largest employer, the University has an annual payroll of \$132 million distributed among more than 6,000 faculty and staff. They pay taxes in excess of \$7 million annually to state and local government. The University has a purchasing budget of \$64 million annually, and the dollar value of research presently underway amounts to about \$36 million. Collectively, annual expenditures by the University, its students, faculty, and staff, its affiliated hospitals, and its visitors, in-

fuse half a billion dollars into the regional economy, and secondary expenditures of two or three times that amount are generated.

In addition, the University and its affiliates provide many direct services. For example:

- The University Law Library is the prime legal reference source in Western Pennsylvania;
- The Maurice and Laura Falk Medical Library is the principal health library in Western Pennsylvania;
- Falk Clinic, the Dental Clinic, and the Cleft Palate Center provide high quality service to members of the Pittsburgh community;
- The University Health Center of Pittsburgh, with its hospitals and its programs, provides for a million patient visits a year.
- The School of Education and the School of Social Work cooperate actively with over 200 local agencies.

While performing traditional teaching and research, the University focuses its efforts toward public service and solutions to the problems of an urban environment. In 1972, Chancellor Wesley Wentz Posvar said: "... the University of Pittsburgh has a major opportunity to make a substantial contribution to society through the development of an urban dimension. I sincerely believe this to be true. Urban society is not only where the University is, geographically, but it is where most of our students come from, where we gain our practical experience, and where we deliver our public service. The City is both our home and our laboratory."



Why at This Time?

*T*he University of Pittsburgh is at a critical moment in its very long, recently distinguished history. That is why the *Resources for the Eighties* program is imperative at this time.

This is a critical stage in our history because the University is in a position to make dramatic progress in a number of important fields. The departments of chemistry, physics, and biological sciences have been significantly strengthened over the last decade. The School of Engineering has increased its level of research by 600% in the last five years. The School of Medicine has made several brilliant appointments which make its potentiality for future achievements very strong. The faculties of the Department of Philosophy and the Department of History and Philosophy of Science today constitute, in Pittsburgh, one of the most remarkable groups of thinkers in America and one of true historical consequence. The School of Law, in its superb new building, is ascending in reputation and competences to a high national echelon in the profession. The Graduate School of Business Administration is on the verge of national prominence. Many other divisions of the University recently have been strengthened but need assistance if they are to approach genuine greatness.

*T*his is a critical stage in our history because we now possess a capacity to carry out sophisticated interdisciplinary research on pressing national problems. Among these are energy and environment, industrial productivity, biomedical engineering, human nutrition, ethics in health

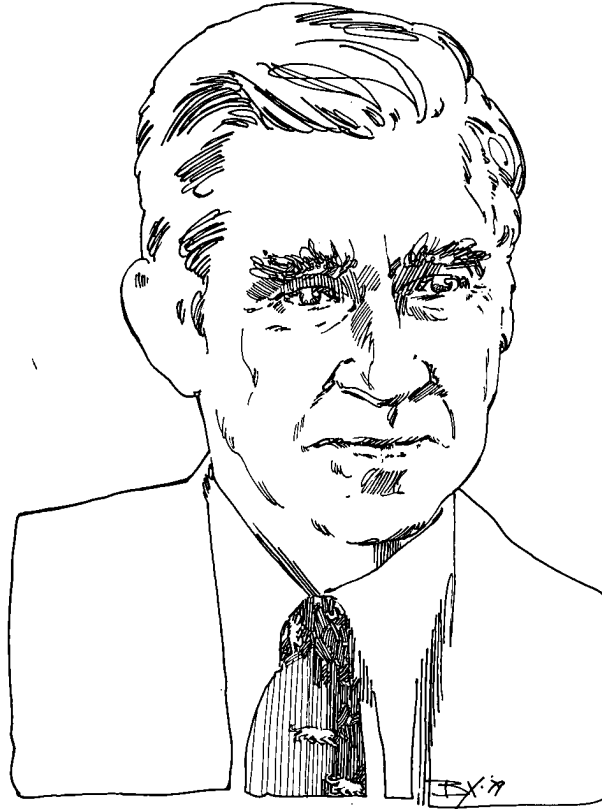
care, information technology and its use, neurosciences, and gerontology. These are selected areas in which an exciting research capability is in place and close to being highly productive. Enhanced support will advance work in all these areas and have ramifications of untold benefit in others.

*T*his is a critical moment because the University has been carefully moved, over the last dozen years, to new thresholds. The funds sought in this effort have been calculated as the level of additional assistance which can move us over these thresholds and dramatically increase the University's ability to be of service to society. The University has been readied for moving toward a realization of its great potential, and the success of this program can assure that.

The blossoming of both new and established programs in medicine, the sciences, the social sciences, the humanities, and the professions is now within our reach. *This program is our response to the exciting challenges that face us.*



The University is A Capital Investment



A university is a corporate presence in the region; it is big business and has a direct effect on the economy. From a broader perspective, higher education is an important creative sector of the national capital plant, contributing to increases in productivity and the GNP through the generation of human resources and the impact of basic research. A university is a source of culture for its community and of innovation for society at large. The national economy cannot thrive and a complex industrial society cannot survive without a vital system of higher education.

Wesley W. Posvar

Chancellor Wesley W. Posvar

The University of Pittsburgh

Resources for the Eighties Oos

The Goal for New Endowment and Program Enhancement	\$35,075,000
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The Goal for Physical Improvements	15,200,000
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Total Goal	\$50,275,000
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A comprehensive outline of the \$50,275,000
program follows on the next two pages . . .

The University of Pittsburgh's Resources for the 80s

The University seeks private gifts totaling \$50 million in *Resources for the 80s* to fund eight major University development efforts:

I. Interdisciplinary Initiatives: Thresholds in Applied Science

- Neurosciences
- Biomedical Engineering
- Pharmacology and Synthesis of Chemotherapeutic Agents
- Energy Sources and the Environment
- Human Learning and Intelligence
- Surface Science

Leadership Appointments ..	\$ 2,000,000
Program Support	1,200,000
Endowed	
Fund for Initiatives	1,000,000
Surface Science Center	700,000
	<u>\$ 4,900,000</u>

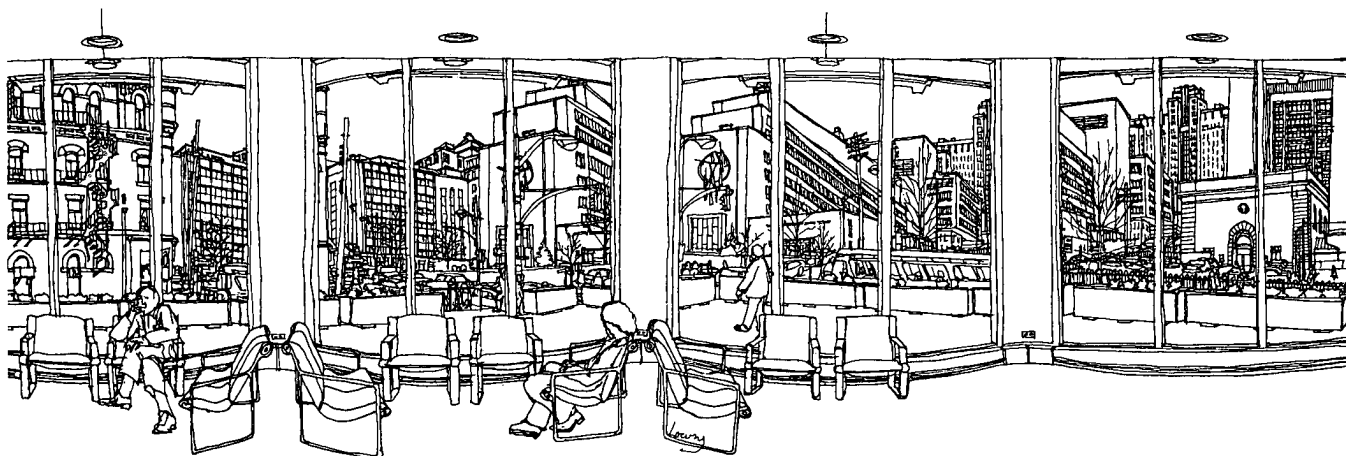
II. Interdisciplinary Initiatives: Frontiers in Applied Social Science

- Information Science and Systems
- Social Services Analysis
- Gerontology
- Work and Productivity
- Urban and Public Policy
- International Relations and Global Security

Leadership Appointments ..	\$ 1,500,000
Program Support	1,700,000
Endowed	
Fund for Initiatives	1,000,000
	<u>\$ 4,200,000</u>

III. Core Strength: Disciplines and Professions

Six Endowed Chairs	\$ 6,000,000
Distinguished Faculty	
Appointments	1,000,000
Scientific Equipment	
Modernization	2,500,000
Mathematics and Statistics	
Facilities	2,200,000
Graduate School of Business	
Facilities	4,000,000
	<u>\$15,700,000</u>



IV. Core Strength: Humanities and Arts

Endowed Program Support . . .	\$ 1,000,000
Theater Arts Development . . .	500,000
Studio Arts Facilities	800,000
Library Acquisitions	400,000
	<u>\$ 2,700,000</u>

V. Core Strength: Medical Sciences and Services

Seven Endowed Chairs	\$ 7,000,000
Program Support	3,000,000
Ambulatory Care Facility	
Initial Investment	<u>2,000,000</u>
	<u>\$12,000,000</u>

VI. Enhancing Faculty Research

and Teaching	\$ 2,400,000
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VII. Serving Students

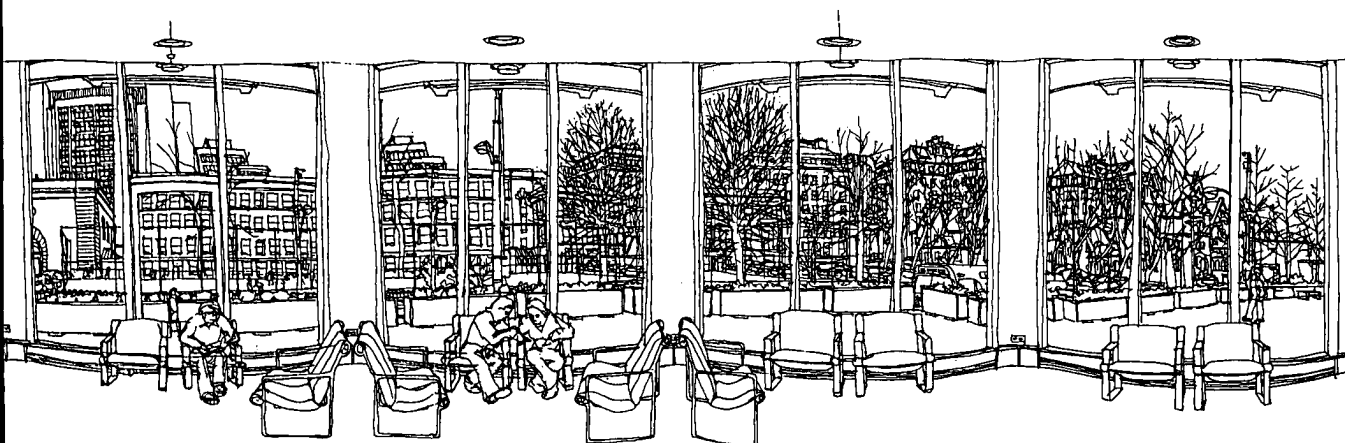
University Honors Program . . .	\$ 100,000
Chancellor's Merit	
Scholarship Program	175,000
Student Union Expansion . . .	4,000,000
Field House Expansion	<u>1,500,000</u>
	<u>\$ 5,775,000</u>

VIII. Improving Management

Interlibrary Resource	
Sharing	\$ 1,500,000
Administrative	
Efficiency Analysis	500,000
Staff Training	350,000
Communications/	
Word Processing	<u>250,000</u>
	<u>\$ 2,600,000</u>

Total—Resources for the

80s	<u>\$50,275,000</u>
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Interdisciplinary Initiatives

In response to crucial problems and needs of mankind in America and around the world, a new and productive role is envisioned for the great research universities. This will involve applications of the results of research to these problems—a higher degree of direct public involvement by universities than ever before.

The University of Pittsburgh plans to be in the forefront of this development, and shall strive during the 1980s to increase dramatically its capacity to address the major problems facing society.

The strategy for this is twofold: fostering interdisciplinary efforts, and mobilizing and expanding upon existing University strengths.

Contemporary issues are too complex for a unidimensional approach. They can be dealt with only by coordinating the efforts of the best minds from a variety of disciplines. This has long been the mode of analysis in the non-profit contract-research corporations (think tanks), but the staffs of most of these lack the depth, scope, flexibility, and vast potential available in a research university (such as Pittsburgh, with sixteen faculties, ninety-seven academic departments, and fourteen research centers). With extended funding, this University can elevate its programs to high levels of effectiveness in twelve interdisciplinary areas, six in applied sciences and six in applied social sciences. This will require:

- development of powerful new incentives to foster collaborative efforts among schools and disciplines.
- recruitment of academic leaders who can bring together existing strengths, harness faculty on hand, and bring in others—to move them all to a “critical mass” of capacity for achievement.

To identify and attract academic leaders with true interdisciplinary competence will be a bold undertaking for higher education, and for that reason extensive private grant funding will be initially required. However, because of the relation of those efforts to public needs, funding for leadership faculty appointments is sought only for a period of time sufficient to establish programs and get them underway, with salary support for an initial five-year period. During that time, other extensive support will be attracted. In some cases, internal readjustments will be made by the University to assume full responsibility for salaries. In other words, the University will deliberately shift priorities to those areas that show most promise, in consonance with growing public interest.

Also, funds are sought to aid program development in those areas over a five-year period.

This kind of “initial investment” support has had tremendous and permanent success at the University of Pittsburgh through major grants in the past to the natural sciences and to international studies.

In addition, endowment funding is sought for a novel concept with exciting potential: a fund for flexible support of program initiatives. Because of the dynamic character of social needs, opportunities and requirements for research will shift in unexpected ways; an assured annual fund for discretionary application by the Chancellor can provide the capability to exploit opportunities to dramatic effect.

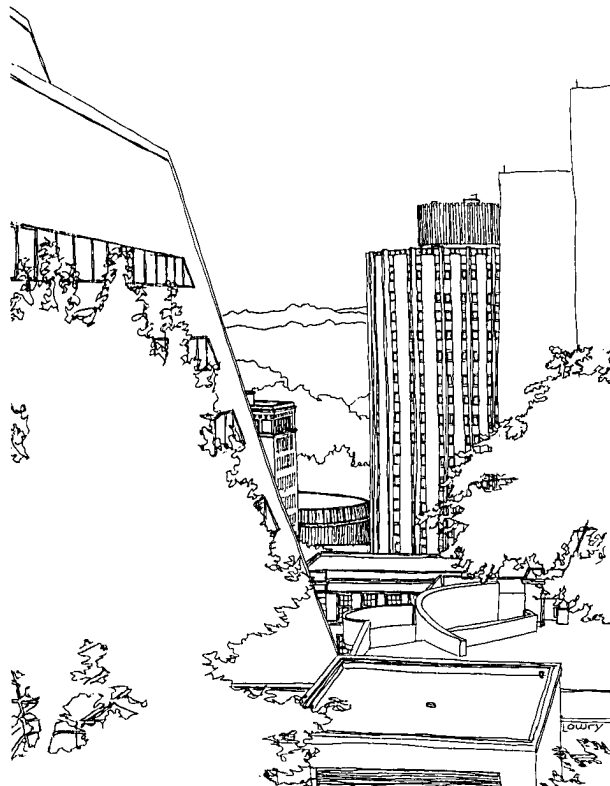
I. Interdisciplinary Initiatives: Thresholds in Applied Science

Among the sciences, there are interdisciplinary areas in which mobilized research efforts will literally move across thresholds to new levels of opportunity and achievement. Correlated teaching programs will develop to extend the results of such research.

The disciplines will be involved in various combinations, including biological sciences, materials engineering, electrical engineering, mining engineering, neurology, surgery, neurosurgery, chemistry, physics, biochemistry, pharmacology, psychiatry, psychology, and others. Existing centers in energy, in environment, and in learning research will be involved, and others may be established.

Major areas to be emphasized are:

Neurosciences—Study of the organization and function of the brain and nervous system, particularly as they relate to the development of both normal and abnormal behavior; design of eventual applications.



Biomedical Engineering—Development of support systems and devices (such as artificial organs) for enhancing and prolonging productive lives of persons suffering from disabling conditions.

Pharmacology and Synthesis of Therapeutic Agents—Study of the effect of drugs and how they interact with each other and with compounds manufactured in the body; research to assess drug effectiveness and drug risk in health care; synthesis and testing of new compounds of high promise.

Energy Sources and Environment—Advancement of programs in coal, petroleum, solar and pollution control research; analysis and improvement of policies on energy use, energy conservation, and environmental protection; coal liquefaction and gasification and mining technology; basic research on new sources.

Human Learning and Intelligence—Analysis of the nature of human intelligence and how man learns and grows intellectually; applications to the processes of teaching and learning at all ages.

Surface Science—Study of the interactions of outer molecular layers of liquids, gases, and solids in a comprehensive Surface Science Center, with facilities and instrumentation; cooperative research with industry on topics such as lubrication, adhesives, corrosion, weathering, electric conduction, catalysis, and events taking place on biological membranes.

Funding Goals for Thresholds in Applied Science:

Leadership Appointments ..	\$2,000,000
Program Support	1,200,000
Endowed	
Fund for Initiatives	1,000,000
Surface Science Center	700,000
	<hr/>
	\$4,900,000

II. Interdisciplinary Initiatives: Frontiers in Applied Social Science

Among the social sciences and related disciplines and schools, interdisciplinary work is already widespread. This occurs in centers at Pitt dedicated to knowledge availability and information systems, health policy, gerontology, urban analysis and policy, international security, foreign area studies, and economic development. This work is often done at the most challenging frontiers of social need.

By the complex nature of their tasks, investigators at these frontiers may not make stunning breakthroughs but the problems they address are so important—the stakes are so high—that investment in them is eminently sensible.

As with the applied sciences, support sought is for initial leadership recruitment and initial program support, with the expectation that success will generate other funding sources and shift University priorities in these directions. An endowed fund is also included for adopting initiatives to meet new opportunities as they appear.

Major areas proposed for emphasis are:

Information Science and Systems—Coping with the “information explosion” by combining the repositories of knowledge in libraries with the capabilities of the computer to organize, retrieve, and disseminate significant amounts of accumulated information.

Social Services Analysis—Evaluation of social service programs by developing improved means through which these programs may be administered and implemented on national, state, and local

levels; achieving greater efficiency and cost control in health care, public safety, teaching, and other fields.

Gerontology—Research on the aging process and on the special medical and social needs of elderly persons; formulating new concepts and systems for meeting the needs of an aging population.

Work and Productivity—Studies of employer-employee relationships with emphasis on conflict resolution and on ways that increased productivity can benefit both labor and management; analysis and appraisal of the effect of government on work and productivity; development of an Institute of Labor and Human Resources to coordinate research, training, and service activities.

Urban and Public Policy—Research on demographic, economic, social, legal, and environmental factors which affect the quality of life in metropolitan areas; analysis of the impact of state and federal regulatory and other policies; applications to state, city, and local governments.

International Relations and Global Security—Analysis of the international system and the regions of the world as they affect U.S. and world security; study of topics such as the role of corporations in international relations, U.S. policies in China and the Middle East, transfer of technology to developing countries, and arms control.

Funding Goals For Frontiers in Applied Social Science:

Leadership Appointments	\$1,500,000
Program Support	1,700,000
Endowed Fund for Initiatives	1,000,000
	\$4,200,000

Core Strength Development

A major category of development pertains to the permanent enhancement of core strengths of the University—not immediately related to crucial problems of national need, but central to the enduring mission of the University. These strengths produce outstanding teaching and research in established disciplines and professional fields, in humanities and arts, and in health sciences.

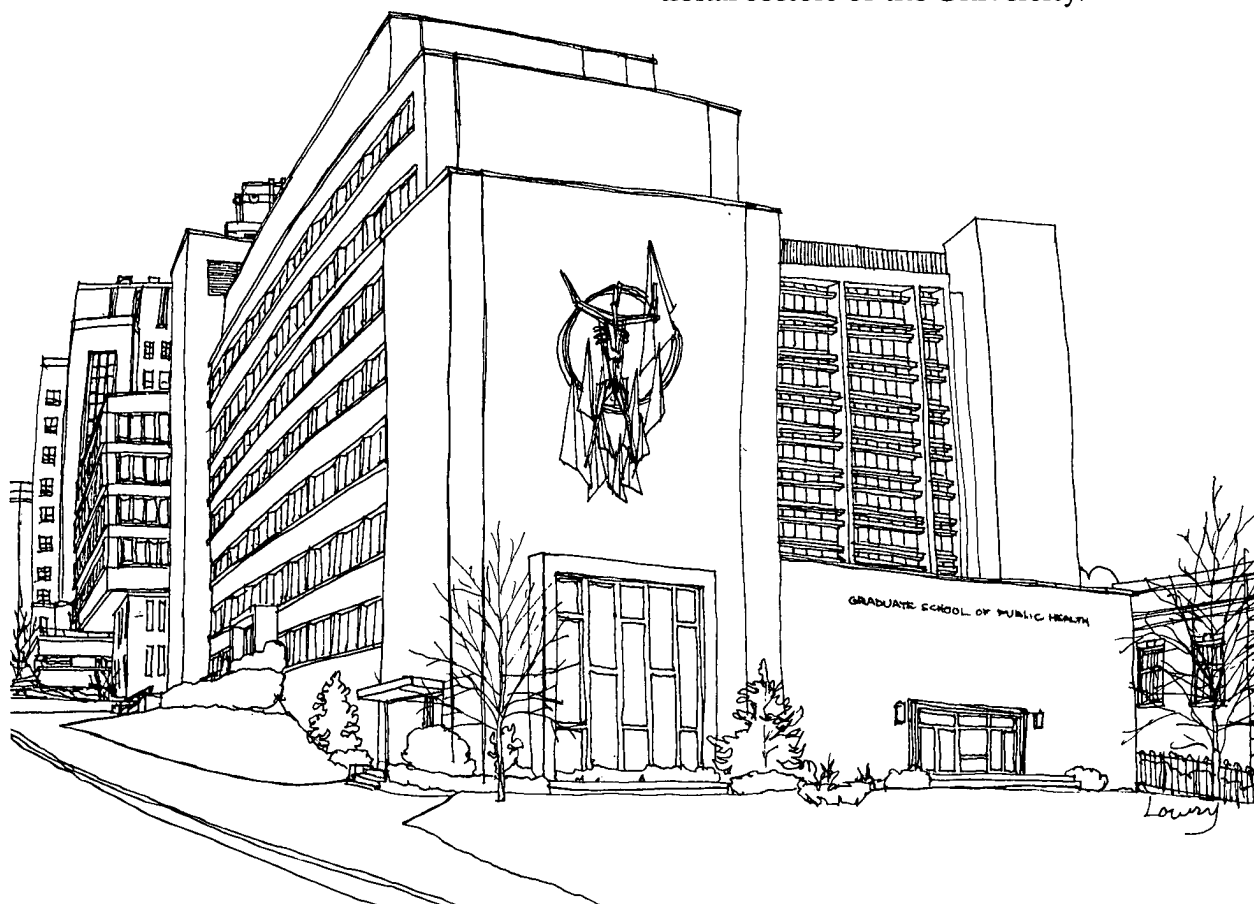
Here there is relative emphasis on endowed chairs and endowed program support to assure permanence and independence. Through this program, the University aspires to increase its number of endowed and named chairs from eighteen at present to thirty-one.

Also included is support for certain physical facilities for which there are no other sources of funding. These facilities are

vital to quality programs, and will bring collateral benefits to other areas of the University.

Several very substantial grants for development of academic excellence were made to the University in recent years, and they demonstrated conclusively how effective a catalyst this type of special funding can be for the improvement of a total institution.

Endowed and named chairs have attracted to the University a number of the world's most distinguished scholars who instill a sense of vibrancy and scholarly challenge to the entire academic community. Their presence has had a magnetic effect in strengthening whole departments, such as anthropology, political science, philosophy, history, mathematics, classics, physics, chemistry, crystallography, surgery, and medicine. There is an urgent need to extend this kind of rich benefit to additional sectors of the University.



III. Core Strength: Disciplines and Professions

Objectives for strengthening the academic disciplines and professional schools are the addition of distinguished faculty, modernization of scientific instrumentation, provision of facilities to house the Department of Mathematics and Statistics at a central site on campus, and facilities for the Graduate School of Business to enable it to fulfill the promise shown by its fast-growing national reputation.

Endowed Chairs

It is proposed that six faculty positions be established as endowed, named chairs at the full professor level. Particular efforts will be made to place these chairs in de-

partments and schools that have achieved first-rank excellence or are on the verge of reaching it. They will be asked to compete for endowment support by demonstrating their ability to recruit the best world-class scholars. Among the faculties involved will be the Departments of Anthropology, Chemistry, Physics and Astronomy, and Biological Sciences and the Graduate School of Business, the School of Law, the School of Engineering, and the Graduate School of Public Health.

Distinguished Faculty Appointments

There are other elements of the faculty deserving of new support, and many of these are in disciplines or areas in a state of change in focus and scope. In these, therefore, priorities will be adjusted over time to



meet new needs. It is proposed to fund five appointments with private grants over five years, after which the University will be able to shift its own funds to continue support. These might be in the School of Library and Information Science, the Graduate School of Public and International Affairs, the School of Social Work, and other academic departments.

Scientific Equipment Modernization
The nation suffers from a grave problem of obsolescence of laboratory instrumentation, in contrast to Europe and Japan. The University of Pittsburgh is seriously affected by this problem. A solid research base for the advancement of science, attraction of research support, and provision for research continuity all require the availability of the latest, most advanced equipment.

Equipment modernization is urgently needed for the Departments of Physics, Chemistry, Mining Engineering, Anthropology, and Computer Science. Other units under consideration for installation of the newest developments in equipment include the Department of Psychology, the School of Dental Medicine, and the program in toxicology.

Mathematics and Statistics Facilities
The Department of Mathematics and Statistics has acquired growing importance in applications to operations research, technological development, and industrial uses, and the department and its research activities have grown remarkably in size and stature in recent years. However, its work is seriously handicapped because it is presently housed in crowded, substandard

offices in two widely separated locations. Construction of a facility to house faculty, staff and graduate students in a functional environment is essential for the department to continue its movement toward excellence and wide recognition.

Graduate School of Business Facilities
The Graduate School of Business is achieving national prominence, having recently brought together a faculty of distinction and vigor. Its present physical facilities are inadequate and restrictive. Urgently needed, through rebuilding of an existing structure or new construction, are a modern library, offices, classrooms, and research space equal to those of other top-ranking business schools.

Funding Goals for Disciplines and Professions Development:

Six Endowed Chairs	\$ 6,000,000
Distinguished Faculty	
Appointments	1,000,000
Scientific Equipment	
Modernization	2,500,000
Mathematics and Statistics	
Facilities	2,200,000
Graduate School of Business	
Facilities	4,000,000
	<u>\$15,700,000</u>

IV. Core Strength: Humanities and Arts

Continuing strength of the humanities and the arts at the University is central to its record of accomplishment through the years. In an age when science and technology have made startling advances, it has been too easy to neglect humanistic values and to lose touch with ethical and cultural purposes. These are basic to the University's mission now and in the future.

The University is seeking permanent program support in the humanities and the arts. In addition, it is important that the library holdings in the humanities be raised to a level consonant with the ability of the faculty and the needs of students in the diverse and rich fields of study involved.

***E*ndowed Program Support**

In order to enhance collaborative scholarship and curricular offerings in the humanities, it is desirable to provide continuing program support in the following areas:

Medieval and Renaissance Studies

—Interdisciplinary examination of the medieval and renaissance periods, providing linkage between ancient and modern.

Comparative Literature

—Study of the mutual influences, the similarities, and differences in style among the national literatures of English, French, Spanish, Russian, and other European cultures.

History and Philosophy of Science

—Expanding the historical and philosophical treatment of ancient science, 18th and 19th century physics, and biological and medical ethics; adding emphasis in areas of technology, social science, cosmology, and quantum mechanics.

Religious Studies—Providing more adequate coverage of contemporary religious thought and the philosophy of religion.

Film Studies—Historical, aesthetic, and critical analysis of the film as a medium of artistic and educational expression.

***T*heater Arts Development**

In recent years the Theater Arts Division has achieved a national reputation, based not only on solid academic accomplishment, but also on developmental programs which combine scholarly research, production excellence, and service to Western Pennsylvania communities. The program also offers the only doctoral degree in theater in the state. Funds are needed for new production projects and improved theater equipment.

***S*tudio Arts Facilities**

The Department of Studio Arts has established itself as a creative influence at both the local and national level. However, the department functions under a severe handicap—space that is congested and lacking natural light. If this important and exciting endeavor is to flourish, adequate studio facilities must be furnished.

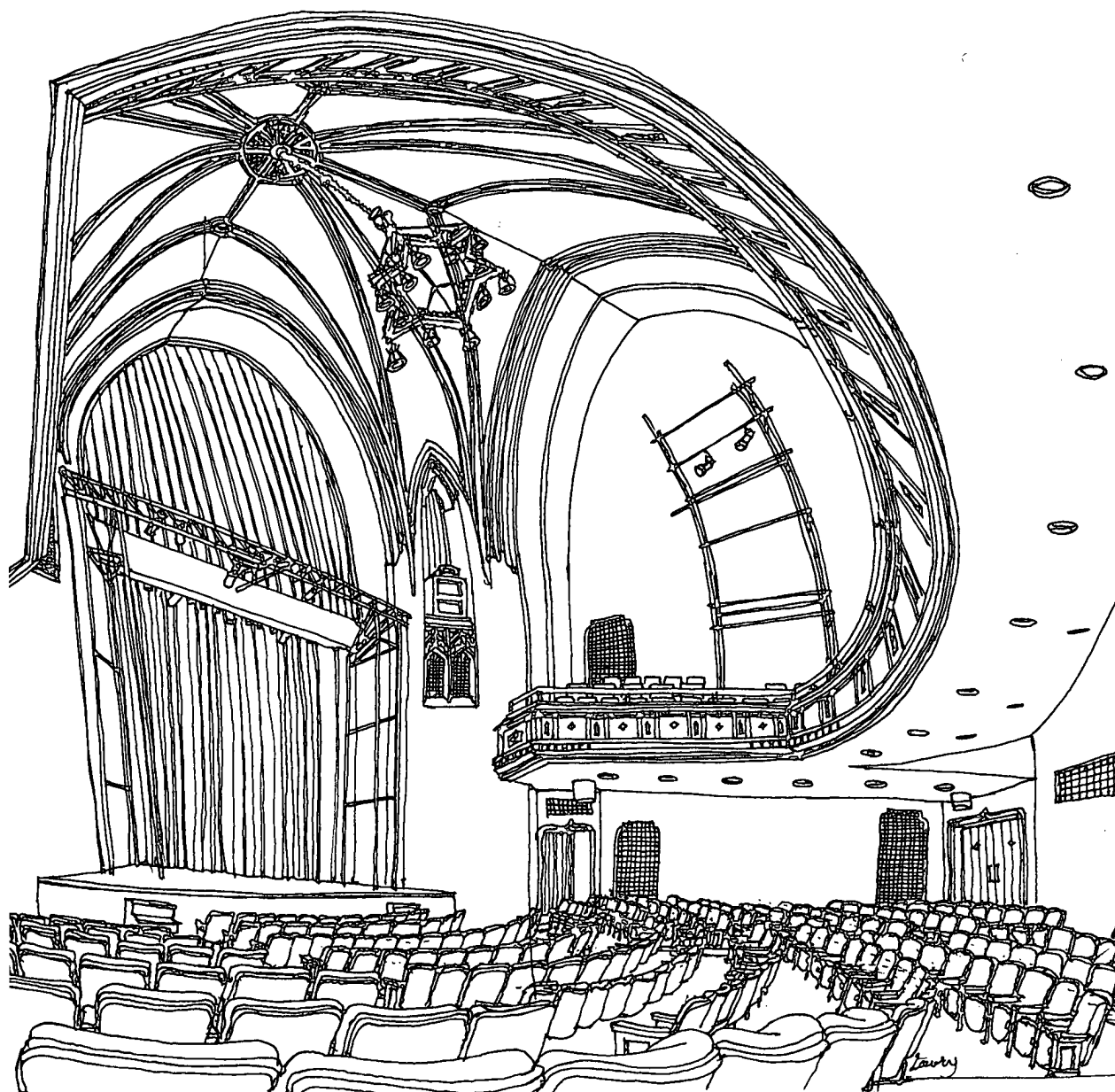
Library Acquisitions

The quality and scope of library resources in the humanities fundamentally affect the direction and character of humanistic research, for written works comprise the laboratory of the humanistic scholar. The University's library holdings have seri-

ous collection gaps in the humanities, and holdings of works of an interdisciplinary nature should be augmented.

Funding Goals for the Humanities and Arts:

Endowed Program Support ..	\$ 1,000,000
Theater Arts Development ..	500,000
Studio Arts Facilities	800,000
Library Acquisitions	400,000
	<u>\$ 2,700,000</u>



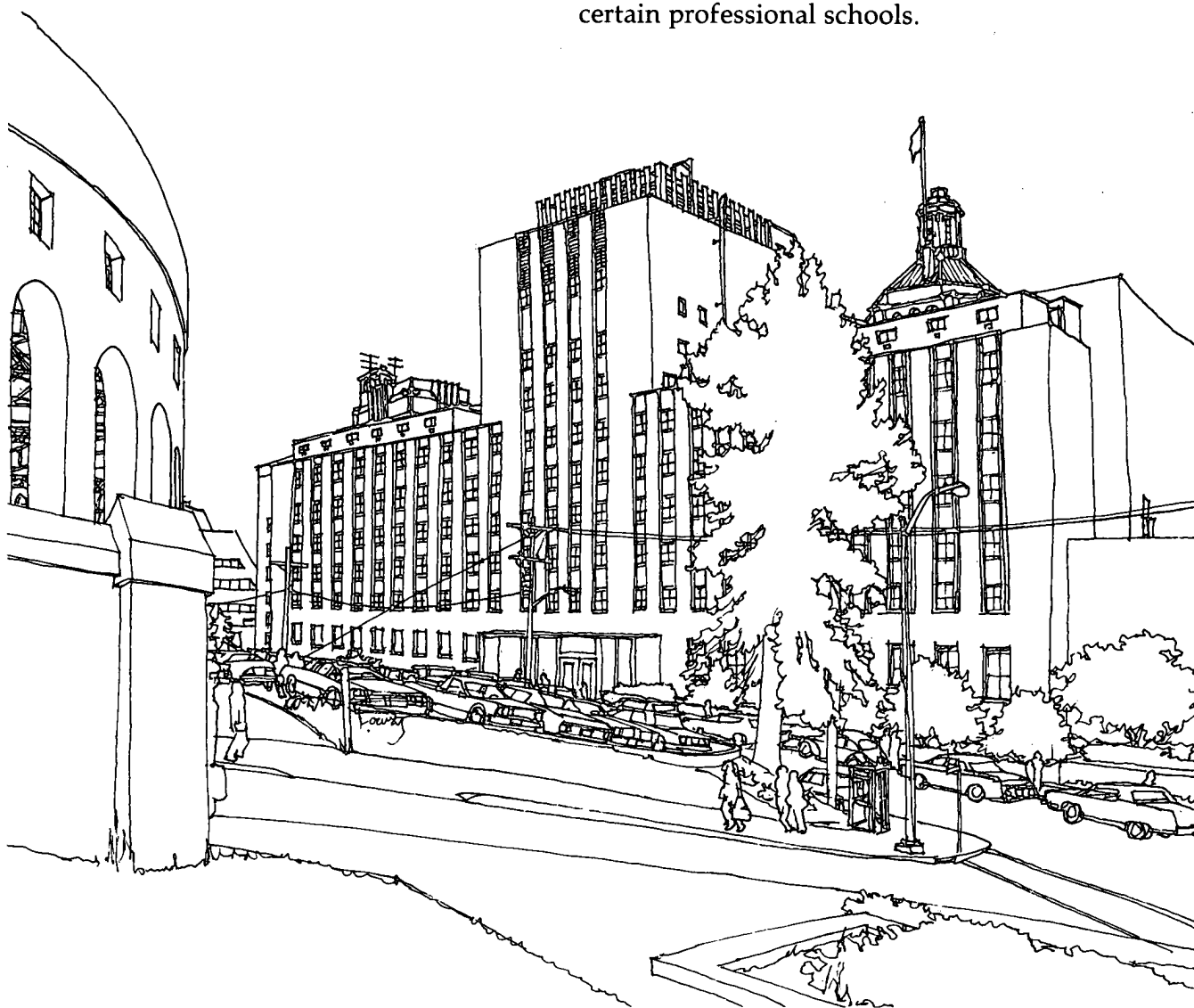
V. Core Strength: Medical Sciences and Services

*I*mpressive progress registered by the University's School of Medicine in recent years has raised the School to a high level. The work of this outstanding faculty and the recognition accorded to this great School are legitimate sources of pride to the people of this region. There can be little doubt that the School of Medicine is a powerful asset to this community in a multiplicity of ways.

Medical sciences and services are advancing at an extraordinary pace, and it is essential to continue development of the School and to assure its ability to meet

ever-rising standards. The School must attract and retain more nationally recognized medical professors, take new initiatives in medical sciences, and develop major new methods for health care delivery. Success in these efforts will be of direct benefit to the people of Pennsylvania. Any scientific breakthroughs—and they are quite possible here—will have world impact. In medicine, as in many research-based disciplines, quality faculty development and program initiatives are complementary and inseparable.

A hallmark of new initiatives in the medical sciences will be cooperation and combined efforts with other faculties of the health sciences, the natural sciences, and certain professional schools.



Endowed Chairs

The University of Pittsburgh School of Medicine has only five endowed professorships, far fewer than in comparable schools. Endowed professorships are a significant incentive in recruitment and retention of distinguished faculty members, who are indispensable to programs of major impact. We seek to expand the number of endowed professorships from five to twelve.

Potential areas for endowed professorships include the disciplines of medicine, pediatrics, neurology, and obstetrics and gynecology, and the specialty disciplines of ambulatory medicine, adult and pediatric cardiovascular medicine, and nephrology.

Program Support

New programs designed to serve the people and for which funding is needed include studies in human reproduction and growth, maternal-child health, organ and tissue transplantation in human system failures, pulmonary medicine and occupational health, cardiovascular medicine, area health care delivery education, primary care, oncology, humanities in medicine, nutrition, resuscitation medicine, and neurobehavioral disorders. Several of these programs which have been initiated with limited support are unique and will achieve national prominence. Others have not yet been started, but are of enormous promise for saving and prolonging useful life.

Ambulatory Care

Initial funding of a new ambulatory care program will greatly extend high quality service to Pittsburgh and Western Pennsylvania. Ease of access to efficient personal and referral care will be emphasized. A new center also will facilitate the preparation of

physicians in the modalities of modern primary care delivery and, by providing lower cost outpatient care, assist in containing rising health care costs.

A major new patient care center will have a favorable impact at every level. It will serve as a resource for patients from all socio-economic groups, for industry, and for the business community. A particular concern is for the aged who will benefit greatly from outpatient care as opposed to hospitalization.

The University Health Center of Pittsburgh, of which the University is a member, will provide leadership and supervision of ambulatory care delivery.

The medical school faculty consider this program to be of major importance. For this reason, the University elects to include in its fund-raising program money for initial investment in the ambulatory care facility. Other separate development efforts by the Health Center and its member hospitals will follow and benefit from this initial investment.

Funding Goals for Medical Sciences and Services:

Seven Endowed Chairs	\$ 7,000,000
Program Support	3,000,000
Ambulatory Care Facility	
Initial Investment	<u>2,000,000</u>
	\$12,000,000

VI. Enhancing Faculty Research and Teaching

A university's national and international reputation for scholarship depends on the faculty's vigor in research. The University's reputation for educational and regional service depends on the ability of the faculty to stimulate and inspire students.

Major areas for faculty development, therefore, include both the enlargement of research opportunities and the evaluation and improvement of the teaching function.

Research. In view of the significance of faculty research, funds are needed by the University of Pittsburgh to establish Senior Research Fellowships as well as Jun-

ior Research Fellowships. Through such support, faculty members who are engaged in research of consequence will have the financial means to take leave of their regular duties at such times as research projects demand complete attention.

Teaching. Faculty members may participate in developing new course structures or revitalizing and enriching existing ones. During a period of syllabus and curriculum development, senior faculty would be given some relief from their normal responsibilities through Senior Teaching Fellowships. Junior Teaching Fellowships would provide time for preparation, for counseling, and for course planning.

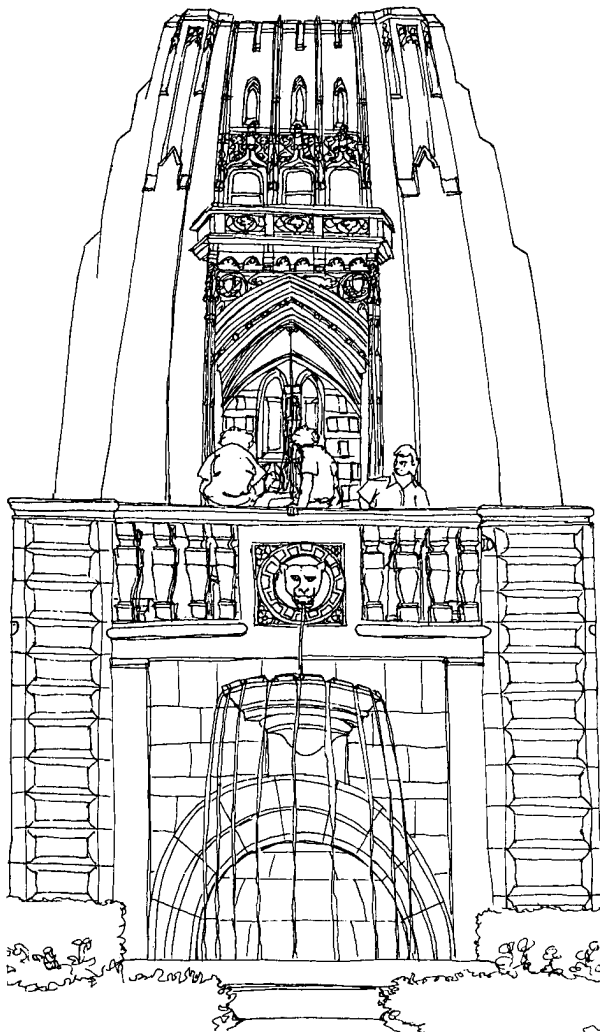
Quality teaching will always be among the first priorities of any great university. Funds are needed for programs concerned with the evaluation of teaching and development of procedures to improve teaching effectiveness.

Such financial support will enable the University to counsel individual faculty members on teaching problems, and to conduct seminars, clinics, and other teaching improvement activities.

Because these are permanent needs, endowment funds are sought for implementation of such programs. The income will enable the University to sustain these important efforts generation after generation.

Funding Goals for Enhancing Faculty Research and Teaching:

Endowment Support	\$2,400,000
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VII. Serving Students

A primary function of any university is to serve its students. The University has established a number of excellent programs for this purpose, but additional funding is needed to support them, especially in categories for which state and federal funds are denied.

University Honors Program

The University has long recognized that special programs are needed for special students. Such programs should include courses of study devised for students who are exceptionally talented and motivated. By committing its own funds, the University established an Honors Program, and the University is actively recruiting high school students with outstanding records and high test scores. Additional income through endowment is necessary to keep the program alive and effective and to expand it.

Chancellor's Merit Scholarship Program

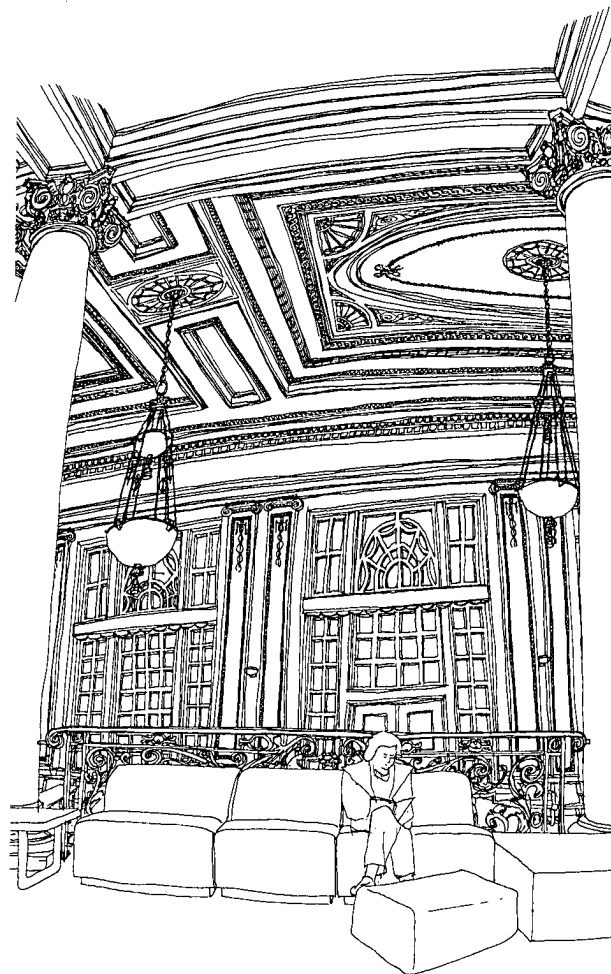
The Chancellor's Merit Scholarship Program was established to attract freshmen of highest academic promise, and to motivate them to high achievement throughout four years of study. At present, funds are available for granting only seven new scholarships a year. Additional merit scholarships should be established, and some of these should be used to encourage brilliant minority students to enter the health professions, where they are critically under-represented.

Student Union Expansion

The former Schenley Hotel has been serving as a Student Union for more than twenty years. That facility, originally acquired when enrollment was less than half its present level, is not equal to the current demands of over 30,000 students, especially for commuting students.

Expansion and modernization of the entire structure is imperative. Provision must be made for more attractive and conveniently located lounges and food services, enlarged spaces for student activities and student organizations, study carrels and lockers for commuting students, and other student amenities.

A total of ten million dollars is needed; six million dollars would be raised from a



special Student Union fee to be paid by students; four million dollars is sought from private sources.

*F*ield House Expansion

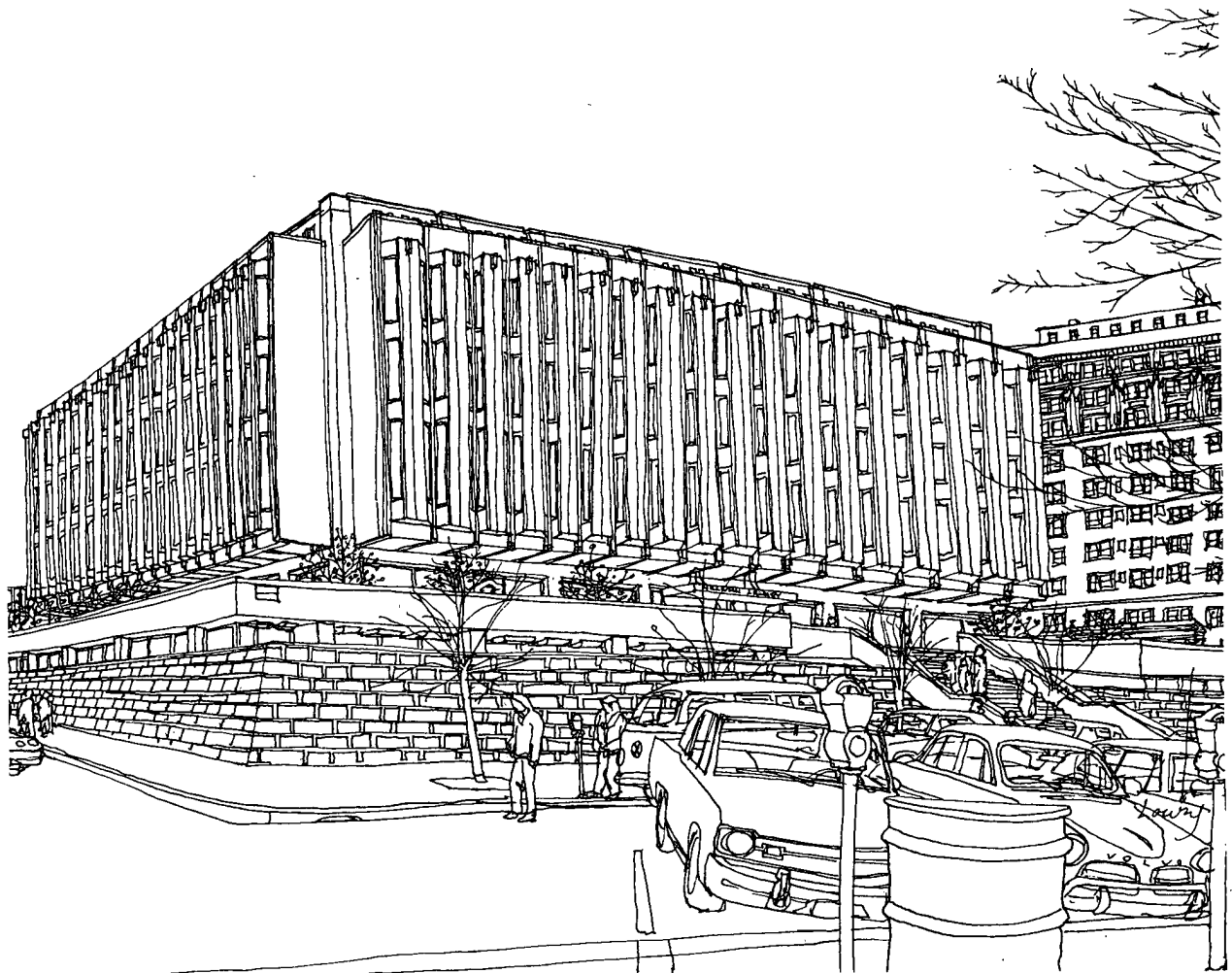
Existing athletic facilities were designed many years ago for a student body less than half the size of today's enrollment. As a result, many students are denied opportunity for participation in recreational sports due to extreme lack of space and to scheduling conflicts.

Accordingly, expansion of the Fitzgerald Field House is planned by adding a second deck. Included will be two large multi-purpose courts for basketball, tennis, volleyball, and gymnastics; increased seating capacity for academic convocations and

for intercollegiate basketball; and improved coaches' offices and locker rooms for women. Because of a very creative design scheme, this expansion program promises to be extremely cost-effective.

*F*unding Goals for Serving Students:

University Honors Program ..	\$ 100,000
Chancellor's Merit	
Scholarship Program	175,000
Student Union Expansion ...	4,000,000
Field House Expansion	1,500,000
	<u>\$5,775,000</u>



VIII. Improving Management

In this period of rapidly mounting inflation, the University administration is committed to policies and procedures which will result in significant cost savings and long-term improvements in operating efficiency.

Interlibrary Resource Sharing

As human knowledge expands and becomes fragmented into sub-speciality and sub-sub-speciality, it is necessary to improve extensively the system for classification, storage, and retrieval of information. Certainly, if a library is to serve a large university completely and efficiently, it must be equipped with sophisticated information systems.

In the superb Hillman Library, the University of Pittsburgh possesses one of the country's finest examples of contemporary, flexible library design. Lacking in the facility is a fully-automated computer system for collecting, storing, recovering, and communicating information.

Because of changes in the Library of Congress system, funds are needed particularly to develop a computerized union catalog and a library-sharing network which would facilitate library searches, make interlibrary resource-sharing a reality, and reduce future overall costs.

Administrative Efficiency Analysis

To improve administrative efficiency, the University recently engaged the services of a nationally-recognized consulting firm to work with it in a study of non-instructional activities. The purpose is to take advantage of the latest methods and technology used in industry. The consultants recommend that analyses be conducted initially in eight areas where maximum cost savings and improvements in management efficiency are likely to be achieved.

The projected cost of these eight studies will be exceeded by anticipated cost savings. The early savings generated will be used to fund additional analyses.

Staff Training

The University plans to undertake a comprehensive management and staff development program. The purpose is to provide training in management skills to help employees fulfill present job requirements and to enhance their career growth potential. It is anticipated that this program will improve efficiency and lift employee morale, while reducing costly personnel turnover. Funds are required to employ a training director and other staff and to commence continuing training programs at the executive, middle management and clerical/technical levels.

Communications/Word Processing

A major challenge to higher education in the coming decade is to harness technology to meet the changing service needs of faculty and staff while reducing the demand for personnel.

The University needs funding for a comprehensive technical planning analysis to assess alternate methods of employing advanced communications and computerized word processing technology. Additional funds will be applied to the design and implementation of a coordinated system for the University and its major centers.

Funding Goals for Improving Management:

Interlibrary Resource Sharing	\$1,500,000
Administrative Efficiency Analysis	500,000
Staff Training	350,000
Communications/Word Processing	250,000
	<hr/>
	\$2,600,000

The University of Pittsburgh

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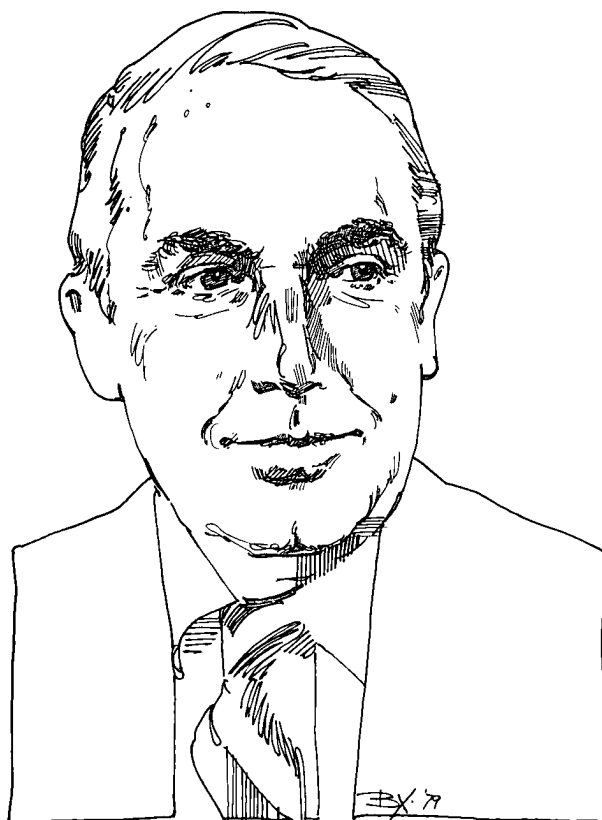
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Promise of the Third Century



*T*he University of Pittsburgh's role is one of vigorous, qualitative leadership. A greater University will face heightened responsibilities and ever more insistent demands in the coming era.

With the success of *Resources for the 80s* and with wisdom in the management and use of its proceeds, the University will serve the country through future generations as it has in the past.

Then, the University will pass beyond Thresholds of Greatness into a Third Century marked by even broader capabilities and expectations. With such results, the University can fulfill its promise and be true to its heritage.

Chairman Roger S. Ahlbrandt

Profile of the University of Pittsburgh

*T*he University of Pittsburgh has achieved distinction as one of the world's foremost urban universities.

Pitt's enrollment is approximately 34,100 students; 23,700 are undergraduates; 10,400 are graduate or professional students. Nearly 29,000 are enrolled at the Pittsburgh campus with the remainder at four regional campuses (Johnstown, Bradford, Greensburg, Titusville).

Each year, the University grants between 6,000 and 7,000 undergraduate, graduate and professional degrees.

The University operates 16 separate schools, 97 departments, 14 study centers, and 4 regional campuses. In the average academic year, more than 10,000 courses are offered for credit; 45 degrees are offered with 197 areas of concentration.

The University offers a variety of educational opportunities to meet the diverse needs of its student body—day and evening programs; opportunities for full-time and part-time study; graduate, undergraduate, and professional programs; courses at convenient locations in the community; courses at home by means of television, tape recordings, and correspondence; informal courses to serve the cultural and recreational interests of people of all ages; and continuing education programs for practicing professionals in fields as diverse as medicine, marketing, real estate, and law.

The University's living alumni number approximately 117,000, two-thirds of whom still live in Pennsylvania. Four out of ten Pitt alumni live in Allegheny County.

The University of Pittsburgh is the City of Pittsburgh's largest employer. The University has an annual payroll of \$132 million, and brings into the local economy over \$100 million a year in outside private, state, and federal funds.

Approximately one-half of the University's employees live within the City of Pittsburgh, and another thirty-eight percent live in Allegheny County. They pay more than \$7 million each year in state and local taxes. Visitors to the University spend more

than \$33 million a year on durable and non-durable goods and services. It is estimated that graduates of the University, most of whom live and work in Pennsylvania, will earn more than \$16 billion in additional life-time income as a result of their University education.

The main campus of the University is located in the Oakland section of Pittsburgh—on 125 acres of land. The University has 52 buildings, one of which, the world renowned 42-story Cathedral of Learning, is the tallest academic building in the country.

The University receives about one-third of its operating revenues from the Commonwealth of Pennsylvania, with the rest from tuition, gifts, endowment, contracts and grants, and admission fees for special activities.

Annual giving at the University of Pittsburgh has increased more than 400% over the last ten years to a current \$1,500,000, a record that is impressively high among comparable institutions.

Almost 80% of the full-time faculty hold the highest degrees appropriate to their fields and about 46% are tenured.

The University, with its six Schools of the Health Sciences and Western Psychiatric Institute and Clinic, is an important member of the University Health Center of Pittsburgh. Other members are the Children's, Eye and Ear, Magee, Montefiore, and Presbyterian-University Hospitals, Falk Clinic, and the Matilda Theiss Center. The Health Center also maintains an affiliation with other hospitals and health facilities in the region.

Personnel of the University Health Center currently conduct more than \$40 million worth of sponsored research and other sponsored programs.

The University faculty totals about 2,900—2,300 full-time and 600 part-time.

Schools at the University:	Graduate School of Public and
Faculty of Arts and Sciences	International Affairs
College of Arts and Sciences	School of Social Work
Graduate School of Business	School of Medicine
School of General Studies	School of Dental Medicine
School of Education	School of Nursing
School of Engineering	School of Pharmacy
School of Law	School of Health Related Professions
School of Library and	Graduate School of Public Health
Information Science	

A Comparison—1967 and 1979

	1967	1979
Headcount Enrollment	21,951	34,084
Full-time Equivalent Enrollment	15,692	26,062
Degrees conferred	3,006	6,390
Full-Time Faculty and Staff	4,501	6,363

*R*evenues

Student Tuition	\$12,227,000	\$ 53,887,000
Pennsylvania Resident Student Tuition Subsidy	10,340,000	37,298,000
Sub-Total	\$22,567,000	\$ 91,185,000
State Maintenance Appropriation-University	9,417,000	25,944,000
State Maintenance Appropriation-Western Psychiatric		
Institute & Clinic	2,330,000	4,800,000
Government Grants & Contracts	22,036,000	41,006,000
Private Grants, Contracts, Endowment Income	8,105,000	12,896,000
Auxiliary Enterprises	8,679,000	21,264,000
Sales and Services, Other	2,134,000	13,139,000
Sales and Services, Western Psychiatric Institute & Clinic ...	2,042,000	11,325,000
Total Revenues	\$77,310,000	\$221,559,000

*E*xpenditures

Instruction	\$20,169,000	\$ 76,443,000
Research	12,702,000	26,886,000
Academic Support	9,716,000	26,531,000
Institutional Support	7,808,000	15,759,000
Auxiliary Support	9,080,000	21,525,000
Physical Plant	3,788,000	18,429,000
Scholarships and Fellowships	8,475,000	11,336,000
Student Services	1,790,000	9,315,000
Western Psychiatric Institute & Clinic	3,782,000	15,335,000
Total Expenditures	\$77,310,000	\$221,559,000

University of Pittsburgh

Resources for the 80s

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